

TWENTY CENTS

JULY 5, 1930

JUL 8 - 1930

BUS. ADM.
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Sales Management

The Weekly Magazine for Marketing Executives



James R. White

*President of the Technical Publicity Association, who
has been promoted from secretary to vice-president
of Jenkins Brothers, valves, New York*

Lobbying Campaign Will Protect
Business, Says Senator Caraway



How Frigidaire Gets Big Orders
from Small Towns



We Put a Rainbow 'Round New Orleans!

IT'S a Sunday morning rainbow and it is the vividly colorful new magazine supplement that New Orleans newspaper readers wanted. Now . . . a hundred and forty thousand homes in the heart of the South enjoy this color magazine with their Sunday morning sunshine and cafe-au-lait.

To such an audience, known for its love of the beautiful, the picturesque, amidst old world traditions and new world activities, there is a strong and effective appeal through color.

Advertising in color to these hundred and forty thousand Times-Picayune families is a real, a definite way to attract them . . . to sell them.

However you may be using The Times-Picayune's dominant coverage of the South's first market, whether the greater part of your schedule calls for black and white or rotogravure, the addition of color magazine advertising will round out your campaign brilliantly and forcefully.

No other newspaper reaching this great market area brings color advertising to potential buyers. Only The Times-Picayune, setting the pace . . . as usual.

Mechanical requirements for Times-Picayune color printing make it easy to add the New Orleans market to your nationwide schedule of newspaper color advertising.

The Times-Picayune

IN NEW ORLEANS

Member 100,000 Group of American Cities, Inc.

Member Associated Press

Representatives—CONE, ROTHENBURG AND NOEE, INC., New York
Chicago, St. Louis, Detroit, Kansas City, Des Moines, Atlanta,
R. T. BIDWELL CO., San Francisco, Los Angeles, Seattle.



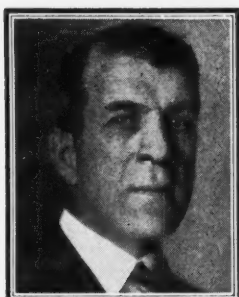




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New York



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Publicity Department
New York



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Vice-President
Manager of
New England Office



PAUL McELROY
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Detroit



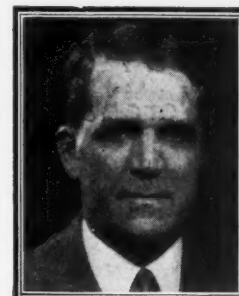
LEON D. HANSEN
Account Representative
Manager of
Pittsburgh Office



WILLIAM C. MAGEE
Associate Manager,
Production Department
New York



ROGER TUTTLE
Account Representative
Chicago



WILLIAM T. WATERS
Assistant Account Representative
New York

DOORBELLS

Nearly every day, some of our people are out after information. Going around with a salesman, perhaps, to observe how he sells the product. Calling on New York's biggest buyers—or on Robinson's store at the crossroads—or at Mrs. Wright's front door.

Just recently your wife may have met some of our people. They were selling Fuller Brushes door-to-door—part of the preparatory work in our service of the Fuller Brush business.

We ring thousands of doorbells in the course of a year. We think you can learn a lot that way.

BATTEN, BARTON, DURSTINE & OSBORN

INCORPORATED

ADVERTISING

383 MADISON AVENUE • NEW YORK

CHICAGO, McCormick Building . . . BOSTON, 10 State Street . . . BUFFALO, Rand Building . . . PITTSBURGH, Grant Building
MINNEAPOLIS, Northwestern Bank Building

Published every Saturday and copyrighted by SALES MANAGEMENT, INC., 420 Lexington Ave., New York, N. Y. Subscription price, \$4.00 a year in advance.
Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXIII. No. 1.



**BIGELOW,
KENT,
WILLARD
AND CO., INC.**

Consulting Engineers
and Accountants—
Merchandising
Counselors

Specialists
in the coordination of
Men, Money, Material,
Machinery and Man-
agement to produce
adequate business
profits.

Many executives are deter-
mining the soundness of
their merchandising man-
agement by means of the
Self Evaluation Chart of
Merchandising Manage-
ment prepared by Bigelow,
Kent, Willard & Company,
Inc. A copy of this Chart for
your own use will be for-
warded upon request.

**park square
building
BOSTON**



Survey of Surveys

BY WALTER MANN

Sun Does Not Stand Still

It is recorded in the Old Testament that one Joshua—priest with a penchant for power—once ordered the sun to stand still and, miracle of miracles, the sun obliged him.

Despite all the publicity, the prayers and the selling incantations sung by rival New York evening papers, the *Sun*—New York's leading evening newspaper—refuses to stand still, but goes on to new laurels in 1929 (1,461,928 lines gain in total advertising, or 9.1 per cent, since 1928). There were also gains in national advertising and in local display advertising; hence it would appear that the *Sun* is first both in gains and in lineage in the two classes of advertising in which it participates. The *Sun* does not carry classified.

According to figures as of the peak month, October, from the Advertisers' Record Company (and from the *Sun*) for 1927-28-29, it is seen that the *Sun*—with over 1,600,000 lines in 1927 and over 1,900,000 lines in 1929—has consistently led the *Journal* (Hearst paper) in total advertising during this period by more than 200,000 lines. The *Journal*, in turn, led the *Evening World* by about 400,000 lines, while the *Post, Telegram and Graphic* form another group with about one-third of the lineage of these leaders.

As if celebrating this event, the *Sun* has done itself proud in a 200-page board-covered, eight and one-half by eleven, loose-leaf book of bar charts, pie charts and lineage tables, 172 pages of which are on the *Sun* and its relationship to other newspapers and the balance of which are on the New York market.

There are four parts in the book: Data on the *Sun's* and Its Competitors' Advertising Lineage, Circulation, Editorial and The Market. These sections are provided with notched index tabs at the bottom of the intervening section pages, which are of colored stock.

Detailed lineage figures are given for the following classes: amusement, automobile, building material, clothing, department store, druggists' products, educational, financial, furniture, grocery products, hotels and restaurants, household equipment, jewelry, miscellaneous, musical instruments, publishers, radio, real estate display, resorts, retail stores, tobacco, transportation, etc. There is a notched index at the side of these pages, so that every section of the book may be easily turned to.

All in all, a very valuable book, well worth having handy for consideration of what the *Sun* calls "The World's Greatest Market." Secured direct from the New York *Sun*.

Blue Book of Southern Progress

When the above-mentioned Joshua ordered the sun to stand still and it stood still, Josh was probably the most surprised one in the bunch. But as a good opportunist he took a bow, just the same.

So too with us. When we look at the Foreword and opening remarks in this year's "Blue Book of Southern Progress" we find a total absence of the grandiloquent oratory at which we poked a little fun in last year's preface. Probably we didn't have any more to do with the change than did Josh with the sun's standing still—but we'll take a tentative bow just the same.

This year's preface gets down to business in short order. It comments on the growth of the oil, coal and natural gas production, and of steel production in the South. It speaks of the steady Southward trend of the cotton mills, the increase of importance of the lumber industry (the South, it says, today produces about half the timber cut in the United States); the growth of the paper and the rayon industries, the steadily increasing network of motor highways and of high tension electric power lines—to say nothing of airways—all of which point to the Southern expansion calling for billions of dollars of investment. Surely the South, inoculated in recent years with the germ of industry, has hit its stride and is on its way to the place in the economic sun which it has so long anticipated!

The "Blue Book of Southern Progress," published by the *Manufacturers Record* of Baltimore, has had a major part in the promulgation of this progress. The 1930 edition, which sells for fifty cents (\$1.25 in imitation leather), is full of the latest statistics on the subject—nearly 220 pages of them—backed up by about seventy-five pages of Southern institutional and industrial advertising. Get your copies direct from *Manufacturers Record*.

1929 Lineage, Columbus, Ohio, Newspapers

"Tell the story in the lead line, amplify it in the sub-lead and retell it in the first paragraph, and you have a good newspaper story," was an old city editor's advice to a cub reporter.

"A Complete Report of the Paid Advertising Lineage Carried by All Columbus, Ohio, Newspapers During 1929—Combined with a Data Handbook of the Columbus Market," is the imposing yet long-winded title of a thirty-six-page purple and green bound booklet (eight and a half by eleven filing size) by the Columbus *Dispatch*. Sounds to me like the publisher had done the reviewing part of the job for us—right in the heading—which, as any editor will tell you, is darned good newspaper copy.

As for criticism, there is none. They give you exactly what they say they do: i.e., twenty-three pages of detailed lineage figures, followed by a few pages of valuable data on the Columbus market, interspersed with the usual tie-up to *Dispatch* coverage of the city. There is also a good-sized separate map of Columbus and its suburbs which should be in the newspaper files of every well-informed marketer.



"This is an actual photograph."
Those five words under an illustration
inspire more confidence than five vol-
umes of adjectives. Use this phrase
in all your advertising—it pays!

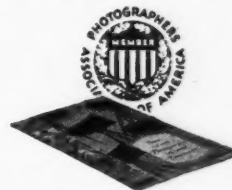


PHOTOGRAPHS

build Business

When you introduce a new style... a new product... a new method... call in a commercial photographer. Then employ these photographs freely in your advertising and in your correspondence; supply them to your salesmen. *Everybody understands photographs and everybody believes them. Photographs build business!*

Order photographs by wire—through your local photographer who is a member of this Association! This valuable service is explained in "THE 4000-MILE LENS." For your copy, address Photographers' Association of America, 2258 Euclid Avenue, Cleveland, Ohio—and also ask for the instructive booklet, "How to Use PHOTOGRAPHS in Your Business." Both are free!



PHOTOGRAPHS

TELL THE TRUTH

American Press Association

Presents an Analysis of the 1930 Census and Shows That Country Towns Are Gaining in Population

THE service of the American Press Association to advertisers and agencies is made evident again. This time it appears in the presentation of the facts of the population trend of country towns.

Before and immediately after the first scattering census returns, the impression got abroad that country towns as a whole were losing population.

Desiring that the real facts, whatever their trend, might be made available to advertisers and agencies, the American Press Association set out to uncover the truth. Hence the census figures of the first 5,003 country towns reporting were subjected to the strictly fact-finding calculations of its statistical department.

This is what was found:

Country towns as a whole are gaining population. The gain for 3,395 of the 5,003 towns is 2,145,076, while the loss of the other 1,608 towns is only 283,955. The net gain for the 5,003 towns is 1,861,121.

The analysis included country towns ranging from less than 1,000 to 5,000 population, inclusive. The table on this page tells the story in detail.

New Edition of Complete Directory of Country Newspaper Rates Just Off the Press — Price \$3.

Gains Over Losses in First 5,003 Country Towns Reporting Census Figures

State	Towns Examined	Towns Showing Gain							Towns Showing Loss							Net Population Gain by States	Net Population Loss by States
		Total	Under 1,000	1,000 to 2,000	2,000 to 3,000	3,000 to 4,000	4,000 to 5,000	Population Increase	Total	Under 1,000	1,000 to 2,000	2,000 to 3,000	3,000 to 4,000	4,000 to 5,000	Population Decrease		
Alabama.....	100	17	13	37	22	5	10	47,149	13	4	6	2		1	3,083	44,066	
Arizona.....	16	14	3	3	3	3	2	9,814	2		2				2,930	6,884	
Arkansas.....	96	66	23	19	11	7	6	24,934	30	9	15	3	2	1	6,250	18,684	
California.....	119	110	16	22	26	21	25	146,733	9	2	5	2			1,828	144,905	
Colorado.....	54	31	8	12	2	1	8	14,657	23	12	8	1	2		6,942	7,715	
Connecticut.....	54	40		20	7	7	6	14,528	14		9	4		1	1,066	13,462	
Delaware.....	13	10	1	5	1	1	2	3,792	3		3				261	3,531	
Florida.....	34	31	9	14	3	2	3	23,184	3	1	2				458	22,726	
Georgia.....	110	75	20	30	11	9	4	34,272	35	11	18	4	1	1	5,966	28,306	
Idaho.....	28	12	6	2	1	1	2	4,679	16	5	4	4	3		5,179		500
Illinois.....	339	165	48	55	29	11	22	80,296	174	84	63	19	2	6	24,891	55,405	
Indiana.....	172	94	27	34	15	7	11	24,862	78	43	22	7	1	5	10,681	14,181	
Iowa.....	273	129	49	38	18	9	15	14,663	144	88	43	5	7	1	12,735	1,928	
Kansas.....	135	69	29	22	7	4	7	19,904	66	39	19	6	2		12,331	7,573	
Kentucky.....	107	84	17	35	13	9	10	47,476	23	9	10	2	1	1	3,796	43,680	
Louisiana.....	74	58	12	19	8	9	10	45,871	16	4	5	5	2		4,919	40,952	
Maine.....	82	56	1	29	11	7	8	17,118	26	1	17	5	1	2	2,970	14,148	
Maryland.....	35	23	8	11	2	1	1	6,111	12	3	5		3	1	2,635	3,476	
Massachusetts.....	90	80	1	32	20	10	17	39,189	10		5	2	2	1	1,874	37,315	
Michigan.....	158	114	37	46	8	8	15	45,840	44	25	18	1			6,188	39,652	
Minnesota.....	162	82	37	18	17	2	8	22,148	80	51	23	3	1	2	7,399	14,749	
Mississippi.....	95	79	22	29	13	9	6	32,702	16	4	7	2	2	1	6,444	26,258	
Missouri.....	145	79	22	28	14	4	11	26,070	66	58	19	5	2	2	9,540	16,530	
Montana.....	28	17	7	9	1			5,986	11	7	1	2		1	2,027	3,959	
Nebraska.....	182	116	61	38	13	2	2	19,715	66	45	18	3			5,419	14,296	
New Hampshire.....	69	46	1	28	11	2	4	9,371	23	2	13	6			4,999	4,372	
New Jersey.....	89	83	11	24	16	5	27	129,446	6		1	2		3	2,312	127,134	
New Mexico.....	18	15	5	2	3	3	2	13,348	3	2	1				1,380	11,968	
New York.....	227	170	47	54	21	13	35	348,646	57	20	20	7	3	7	6,814	341,832	
No. Carolina.....	110	103	8	57	18	7	13	61,682	7	2	4	1			647	61,035	
No. Dakota.....	61	42	27	11		1	3	8,140	19	10	9				1,539	6,601	
Ohio.....	206	138	32	56	19	8	23	93,591	68	31	22	6	2	6	10,601	82,990	
Oklahoma.....	181	116	42	34	17	8	15	80,142	65	29	24	7	2	3	23,819	56,323	
Oregon.....	29	24	5	7	6		6	14,623	5	3	2				651	13,972	
Pennsylvania.....	392	322	32	114	58	37	81	222,173	70	18	31	13	5	3	15,784	206,389	
Rhode Island.....	9	8		1	2	3	2	4,899	1			1			716	4,183	
So. Carolina.....	62	48	9	16	10	4	9	32,561	14		11	1		2	1,511	31,050	
So. Dakota.....	99	51	29	14	6		2	6,976	48	33	15				15,215		8,239
Tennessee.....	102	82	19	27	6	14	16	57,299	20	4	11	4	1		3,285	54,014	
Texas.....	260	176	50	62	34	10	20	133,691	34	38	28	12	2	4	26,495	107,196	
Utah.....	7	3		2		1		729	4	1	1	1	1		711	18	
Vermont.....	21	13	2	7	1	2	1	1,719	8	3	3	1		1	1,513	206	
Virginia.....	84	69	19	20	12	7	11	76,363	15	3	10	2			1,224	75,139	
Washington.....	42	22	5	10	3	2	2	8,607	20	11	4	4	1		3,861	4,746	
West Virginia.....	83	60	7	35	4	3	11	47,637	23	8	8	5	2		4,853	42,784	
Wisconsin.....	145	80	33	26	11	3	7	18,882	65	41	18	4	1	1	6,567	12,315	
Wyoming.....	7	4	1	2			1	2,858	3	2	1				1,655	1,203	
Total.....	5,003	3,395	851	1,216	534	282	502	2,145,076	1,608	746	585	164	54	59	283,955	1,869,860	8,739

Excess of population gains over losses in 5,003 country towns, as shown by the 1930 census—1,861,121.

Sales Management

Publication Office:
420 Lexington Ave.
New York. Phone
Lexington 1760

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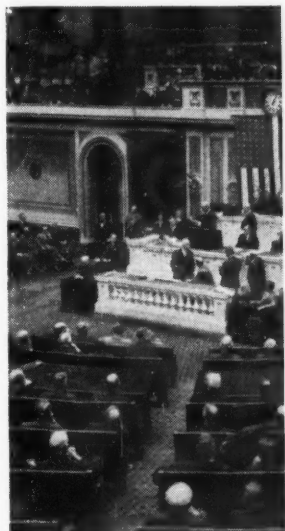
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Latest News in Sales and Advertising, Beginning on 21

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P. & A. Photo

TO show how pernicious an effect retail price-cutting has both on retail sales volume and on the manufacturer's sales, SALES MANAGEMENT will present, in an early issue, the story of what happened to one new product that became a department store football.

BECAUSE a good bit of confusion has resulted, in the minds of business men, from the activity of the Senate's sub-committee on lobbying, and from the discussion of the Caraway Bill to enforce registration of lobbyists, the editors asked Senator Caraway, father of the bill, to explain and interpret the action being taken at Washington. Page 14.

THERE is a superstition in some quarters that the small towns are too thin a market for high-priced specialties to yield a profit over the costs of working them. Frigidaire's Rochester distributor found a way to cultivate these markets which develops their real sales potentialities—at a good return in sales and profits. The "Rochester Plan" is described in an article on page 12.

RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; FREDERICK FRANKLIN, Promotion Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager. Published by SALFS MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.



Nothing Theoretical About These Florida Dollars!

One group of Florida watermelon growers banked \$105,000 last month, from 150 cars of fruit; a second crop area was just starting to cash in—and some 8,000 cars will travel northward during the season. Next come the Georgia melons from double the Florida acreage. Income? Many salesmen know it, because they are connecting their retailers with Florida and South Georgia money through consistent advertising in "Florida's foremost (7 mornings) Newspaper."

The Florida Times-Union JACKSONVILLE FLORIDA

give and take

THERE is nothing silencing or soothing about the FORUM. Here people find crystallized their own elusive ideas, zestfully served up. Or they find fresh ideas of stimulating and arousing flavors. Or ideas that ardently challenge their own. Weeks, months, after reading, they are still writing us vigorous letters of protest or approval. Some of these letters we publish. The published letters lead to new stimulating articles . . . to fresh protests and approvals.

It is all a kind of vital give-and-take, by which FORUM has built up a following of progressive, keen-thinking men and women; a receptive *Hundred Thousand*; alive to ideas, alive to merchandise of genuine worth.

FORUM

Edited by
HENRY GODDARD LEACH
441 Lexington Avenue
New York City



Tips

These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Advertising Agencies

Night Shifts or Makeshifts. The intriguing title may lead you to expect a sex revelation; instead, it is an absorbingly interesting discussion of the principles underlying cooperative trade association advertising, prepared by the Millis Advertising Company, Indianapolis, which has raised the funds and prepared the campaigns for so many trade associations such as the florists, photographers, engraved stationers, carbonated bottlers, etc.

The Design Engineer. The importance of design coordination in modern merchandising can hardly be overemphasized. In this booklet Abbott Kimball of Lyddon, Hanford & Kimball, analyzes the various points of importance and illustrates them with examples from current advertising campaigns in diverse fields.

Behind that Finished Advertisement. Many of our readers have responded to the advertisements of Industrial Dallas which have appeared in these pages for the last three years. This booklet will take you behind the scenes in the Tracy-Locke-Dawson Agency, which planned this and many other successful campaigns.

Printed Materials

Goodbye Lazy Envelopes. The story of *Advelope*, an envelope, a letterhead and a folder all in one, together with samples of mailings used by Pacific Coast Borax, Erie, Bayer, Fruit of the Loom Mills and Hammurand-Roberts. Worth looking into if you'd like to save money on your direct mailings.

Any Size Job. The man looking for ideas will find a lot of them in this booklet, which reproduces in colors dozens of booklets, broadsides, posters and window displays created by the Manz Corporation for its clients. This organization offers a very complete service to sales executives—the market survey, the plan, the opening of new markets, etc.

Sales Films

Directory of Film Sources. The Victor Animatograph Company has compiled at its own expense a list of all known sources and distribution outlets of sixteen mm. films, including more than a hundred "industrials," with a description of the subject matter, the source of release, the method of distribution. This survey should be invaluable to anyone considering sixteen mm. films.

Market Studies

Industrial Survey of Tulsa. In this ninety-two-page multigraphed report you will find the significant reasons back of the 94 per cent gain in population registered by Tulsa in the last decade. SALES MANAGEMENT readers will be interested especially in the excellent sections on the purchasing power and extent of the Tulsa market and on its present status and opportunities as a distributing center.

They Found the Answers in the Field. Manufacturers, both large and small, are discovering that the real answers to today's problems of product design, marketing, advertising, selling, customer service and competition, can be secured only through field investigation. The purpose of this book, offered through the courtesy of the A. C. Nielsen Company, is to show by examples the marketing problems to which the fact-gathering services of that company have been applied.

Export Selling

Overseas Advertising and Marketing Service Manual. In this forty-four-page manual the *Importers Guide* has condensed a wealth of information about foreign markets and how to work them profitably. Such a thorough and well-arranged book should be welcome at any time, but now it is doubly so because of the growing realization that the future prosperity of most industries is dependent on steady foreign business which will take up the slack when domestic sales are below average.

Significant News

• • • Trade recovery should soon be under way in the opinion of Philip D. Wagoner, president of Underwood Elliott Fisher, manufacturer of typewriters and adding machines. He bases his belief on returns from the office appliance industry. It was one of the first to reflect the recession which began last fall and is now experiencing marked recovery, especially in the Southwest, the Pacific coast and the New York section.

• • • P. E. Crowley, president of the New York Central Lines, speaking at the opening last week of the new Union Terminal at Cleveland, expressed the same belief in more general terms. He cited the new station as evidence of railway men's confidence that we have now turned the corner and will "slowly but surely go forward to at least as great a prosperity as has ever before been attained."

• • • First returns from the retail census of distribution relate only to employment. They come from 41,446 independent stores and 2,520 units of chains and large department stores distributed through forty-seven states and representing all kinds of industry outlets. These stores had 388,424 employees last April and 387,034 in April, 1929. In this respect the little stores did as well as the big stores.

• • • Incomplete population census returns on unemployment as of April 1 are surprisingly better than most unofficial estimates as interpreted in Washington. Covering about a fourth of the population, the census records only 2 per cent involuntarily idle in communities which Secretary Lamont declares to be "a representative sampling of the country."

• • • Other authorities, however, do not accept this optimistic view. They think Secretary Lamont misreads the imperfect data in his hands. An editorial note in this issue discusses the subject.

• • • American Tobacco earnings in the first five months of this year were twice as much as in the same period of 1929 according to President Hill in a communication to stockholders; and the company's adipose shadow advertising of Lucky Strikes goes on full tilt. Last year in the period mentioned the wholesale price of cigarettes was 6 per cent below the present price.

• • • Estimates of Coca Cola earnings in the second quarter, indicating a gain over last year equal to the gain in the first quarter—11.5 per cent—support the view that low-priced articles in great popular demand are more than depression proof; they seem to thrive on depression. See editorial note on another page.

• • • Hudson Motor Car, on the other hand, is expected to earn no more than \$2 a share in the first half of this year compared with \$6.65 in the same part of 1929; while Marmon Motor Car, which had a profit of \$1,238,637 in the quarter ended May 31, 1929, reported a loss of \$145,720 in the same period this year.

• • • Charged with conspiracy to fix and increase prices in woolen yarn and cloth, the Wool Institute has been sued by the Department of Justice for violation of the Sherman anti-trust act. Meantime a consent decree has been issued against the practices complained of.

• • • The belief of some retailers that advertising is the sum of sales promotion was strongly condemned this week by W. Willett Walton, executive vice-president of Arnold, Constable & Company, New York department store. Without store appeal, store location, attractive prices, selling personnel, and other service, he declared, advertising is often wasted.

• • • Mr. Walton might have said as much for advertising in connection with all sorts of merchandising; and no one would have agreed with him more heartily than competent sellers and handlers of advertising.

• • • Foster-Kleiser, sued with others by the attorney general on the charge of entering into a combination to control 90 per cent of the outdoor advertising on the Pacific coast, deny that they have purchased advertising sites in collusion with public officials and real estate interests to the detriment of competitors.

• • • Motor vehicles are made in only 117 counties of this country by 217 establishments, according to the industrial goods section of the census bureau. This information, the head of the section thinks, should be of value to anyone who wishes to sell to the automotive industry materials or advertising. His point is that there is no sense in wasting money in 2,958 counties in which the industry is not represented. Nearly half the automotive plants are in Wayne County, Michigan; Cook, Illinois, and Los Angeles, California.

• • • The Furniture Corporation of America, organized late last week, is made up of a score of concerns with plants in Portland, Seattle, Tacoma, Spokane, and San Francisco, doing a business of some \$10,000,000 and earning more than \$1,250,000. The projectors talk of the company as the first step toward making the Pacific coast the furniture manufacturing center of the country.

• • • The Jewel Tea-Van Camp Packing merger was effected last week. Van Camp needed more working capital and Jewel Tea was glad to get a considerable number of well-known brands to add to the sixty-four regular grocery items which it distributes over 1,235 routes to 700,000 homes.

• • • The \$30,000,000 Grigsby-Grunow suit against Radio Corporation of America and its associates is based on allegations almost identical with those of the Department of Justice in the test case involving the radio patent pool.

• • • Turkish tobacco is being grown in Canada near Leamington, Ontario, according to a consular report, which adds that the plant is nearly frost proof and is finding a good market.



One of the services offered dealers by the Packard key-dealer sales force is the installation of dramatized window displays which develop interest in what might otherwise be considered a drab product.

In many fields executives are showing a tendency to lop off the smaller unprofitable accounts and concentrate sales effort on helping the higher grade outlets to expand. The "key dealer" plan of the Packard Electric Company outlined here by the sales manager shows how one company organizes and handles this type of dealer cooperation.



B. N. MacGregor, general sales manager, Packard Electric Company.

Key Dealers—The Shock Troops of Selling

BY D. G. BAIRD

A KEY dealer plan of sales cooperation introduced last October by the Packard Electric Company, Warren, Ohio, manufacturer of automotive cable products, is reported to be producing gratifying results.

In common with most automotive parts manufacturers, Packard Electric sells its replacement line through automotive supply wholesalers and replacement parts jobbers. Its wholesale outlets include more than 800 master jobbers and 1,000 sub-jobbers. These wholesalers carry many other lines also, of course, and the amount of sales effort they devote to any one line is necessarily somewhat limited.

Ignition cable is now quite well established as a regular replacement line, but it still requires more sales effort than either the jobbers' salesmen or dealers ordinarily give it without some special encouragement. The extensive need of such replacement has developed only during the past few years, since high-compression motors became the vogue, and it has been necessary to convince jobbers' salesmen and dealers of this need before they, in turn, would undertake to convince their customers of it. At the same time it has been found that once convinced, they experience little difficulty in convincing others and their sales increase manifold.

Missionary men working with jobbers' salesmen who had been selling less than 100 sets a year have averaged several hundred sets a week; dealers who had been selling less than a dozen sets a month have jumped their sales to as many sets a day. Dealers, it should be understood, include battery and electric service stations, garages and new car dealers' service stations which make installations, as well as sell the goods.

"As the dealer is the point of contact with the car owner, and the car owner is the one who must be convinced of the need of such replacement, we soon discovered that promotional work of an educational character was most needed among car owners and our dealers," B. N. MacGregor, general sales manager, said. "When we first introduced our Lac-Kard cable, about three years ago,

we had little difficulty in stocking jobbers. Our sales boomed for the first few months, then collapsed. We had stocked jobbers and jobbers had stocked dealers fairly well, but the goods were not moving off the dealers' shelves and the jobbers were not reordering.

"We started the goods moving at that time by launching a consumer advertising campaign, buying an airplane and holding meetings all over the country at which we demonstrated that free oxygen, released from the atmosphere by the action of the corona discharge which takes place in any electrical conductor where the voltage exceeds a certain pressure, attacks the rubber insulation of ordinary ignition cable and does not penetrate Lac-Kard insulation.

"At that we were able to reach only a small percentage of the many thousands of dealers and our sales did not approach the potential volume we were sure existed. What that potential volume is can be surmised from our claim that eight out of every ten cars need new ignition cable.

Concentrated on Key Dealers

"As time passed the conviction deepened that more specific and systematic training and assistance would have to be given our dealers before they would push our product as we thought they should. To undertake even a modest campaign among so many dealers was prohibitive, but in every community one or a few dealers are leaders. They are the most progressive, they have the best locations, they do the most business, and they are followed to a certain extent by other dealers.

"We determined to go direct to these key dealers and help them sell Packard cable. Bear in mind that we did not go to them to sell them; we went to them to help them sell the car owners. We wouldn't even accept their orders at first, but later we modified that restriction.

"We prepared a special sales manual, equipped seven cars with special panel bodies, and selected seven of our salesmen for special training at the factory. We started them out last October as key dealer salesmen and have since increased the number to twenty.

"These key dealer salesmen work under the immediate supervision of district managers, with the general direction of a factory executive who spends about 80 per cent of his time in the field with them. Each has a zone which takes him about a month to cover and the zone is broken down

into sections which occupy him for a week each.

"Each key dealer salesman has a car equipped with a special panel body which combines utility with beauty. Its purple and gold colors attract attention wherever it goes and serve to tie up with our advertising, while the interior is equipped to carry all kinds of automotive cable products, together with accessories such as terminals and extension wiring, and a wide variety of display material, literature, signs, and demonstration equipment.

"Key dealer salesmen also do what we call jobber sales service work, consisting chiefly of checking stock, delivering catalog sheets, and putting up signs, but they spend about three-fourths of their time with the key dealers.

"They go to a leading dealer and say, in effect: 'Mr. Dealer, you have a good location, a nice trade, and splendid prospects here. You should be able to cash in handsomely on our line and we would like to help you get the volume of cable business we know is available in your community. I'll be glad to call on you about once a month and give you every assistance you may need. I'll dress your windows, check your stock, put up signs, give you selling ideas we get from other dealers, give demonstrations, and actually do some selling for you. All this service is absolutely free; all we ask you to do is carry a complete stock and push our line the way I'll show you.'

Report on Each Call

"They soon have their key dealers lined up and thereafter it is largely a matter of furnishing the promised service. Key dealer salesmen usually make five or more dealer calls a day. They make out a separate report of each call, checking the services rendered, such as: made sales demonstration, trimmed window, put up posters, checked stock, arranged counter display, contacted mechanics, put up window transfers, made engineering test, did missionary work, and also checking a progress report to indicate whether the dealer's attitude is fine, fair, or poor, number of sets he has in stock, number sold since last call, whether he advertises and if so how, the lines he handles, amount of time spent with him that call, and remarks on his sales activities.

"In addition to this service, we designate one day each month as Consumers' Day, when all Packard Electric salesmen are required to help dealers sell. We set the date and

allow each salesman to choose the dealer he will sell for that day, although we encourage them to lend assistance where it is most needed.

"The results of such cooperation with dealers have frequently been amazing to them and invariably gratifying to us. In one case, a selected key dealer insisted that he just couldn't sell the line. Our salesman asked the privilege of arranging a window display for him and he said it would do no good. The salesman urged him, however, and he consented. While the salesman was putting in the display, a customer entered and our salesman sold him a set of ignition cable while the dealer stood by. That dealer has been doing a nice business in Packard cable ever since.

"On one Consumers' Day, one of our salesmen was helping a service station sell. During the day, twenty-eight cars entered the service station and he sold twenty-two of the owners.

Doubled Business after Slump

"During the first half of last year when business was booming, one suburban dealer near a large city sold a total of about thirty sets of ignition cable. During the month of November alone, after business had taken a precipitate drop, the same dealer sold seventy-two sets of Packard cable, or more than twice as many sets as he had sold during the entire first half of the year, when business was good. Incidentally, he drew a great deal of repair and overhaul work from the city because the report got out that he had some secret method of pepping up cars.

"Such examples could be recited almost indefinitely. Suffice to say, instead, that we have found the plan so helpful, we have increased the number of key dealer salesmen from seven to twenty in the few months since we introduced it."

Mr. MacGregor said the original intention was to have the key dealer salesmen devote their entire time to dealer service. The plan later was modified to permit them to do sales service work among jobbers and to accept orders from key dealers. They do not solicit dealer orders, however, he said. The orders accepted are, of course, filled by the jobber. District managers line up new wholesale accounts, relieving key dealer salesmen of all such responsibility. Mr. MacGregor doesn't consider it necessary to devote much sales effort to wholesalers, for, as he points out, if dealers sell the goods, wholesalers will supply them without being urged to do so.



Photo by Ewing Galloway

Are the small towns being overlooked as a market for high-priced specialties?

How Frigidaire Gets Big Orders from Small Towns

AN upstate New York apple dealer, who four years ago entered the electrical refrigeration industry an obscure figure, has achieved success as the originator of a new merchandising plan which has gained nation-wide fame among electrical refrigeration dealers and now is generally referred to throughout the industry as "the Rochester Plan," after the city of its origin.

The plan was introduced to the industry by the H. C. Gilbert Appliance Corporation, now Central New York distributor of Frigidaire. So promising were the results that Frigidaire factory sales engineers were sent to Rochester to study the plan and adapt it to the needs of other distributors.

Factory sales quotas have caused more than one distributor to lie awake nights and Harry C. Gilbert was no exception. On January 1, 1926, his corporation became Frigidaire distributor in Rochester and immediate vicinity, but it was not until about a year later that sales quotas began to cause him mental anguish. A few

Frigidaire's experience in selling in small towns indicates that communities of this size can be made to yield a profitable volume of high-priced specialty business provided prospects are worked in the right way. Through the plan described here the Rochester distributor for Frigidaire has outsold competitors two to one in towns of 10,000 population or less.

BY GEORGE CULLEN

more counties had been added to his territory and the sales quotas proportionately raised. The city, or "metropolitan" districts, would no longer produce enough business to meet them. More sales from rural districts became an absolute necessity.

The small town dealer has always been a problem in any modern merchandising program. He usually prefers to accept the business which

comes his way and let it go at that. In addition, he is seldom sufficiently informed on any one article of merchandise to push its sale strenuously and intelligently, since he must handle many lines to make a living. The average small town does not provide a sufficient market for any one specialty item such as electric refrigerators.

The Rochester Plan takes these fac-

tors into consideration and provides a happy solution whereby the dealer makes more money without much further effort and the distributor sells more Frigidaires. In fact, in its home territory, the Rochester Plan has enabled the H. C. Gilbert Appliance Corporation to outsell competitors approximately two-to-one in towns of 10,000 population and less. This record is nothing short of remarkable for the industry, in which the sales ratio formerly showed a sharp drop with diminishing population.

Like so many inventions and successful methods, the Rochester Plan is simplicity itself. The plan consists merely of putting sufficient salesmen, or "sales supervisors" as they are called in the Gilbert organization, into the field to contact dealers often enough to bring results. The Gilbert organization now has seven supervisors contacting 110 dealers on an average of once a week. There is more to the plan, of course, than just these contacts. The supervisors themselves must be fitted for the job and a strict check maintained on their activities. But the heart of the plan is in the frequency and regularity of contacts.

In order to maintain their schedules, supervisors live in or near their respective territories. They work pretty much on their own during the week and on Saturdays meet the general sales manager at some centrally located point where they go over the week's work with him and receive suggestions based on perusal of daily reports, which they mail to the home office each night.

Importance of Regularity

The importance of regularity in the calls lies in getting the dealer in the habit of expecting the salesman at a certain day each week. It keeps his interest in Frigidaire alive. He learns to line up good prospects for the salesman to work on and saves up all his sales problems for discussion that day.

Having only a reasonable territory to cover, the salesman can afford to spend some time with each dealer. His schedule calls for at least a half a day and more if necessary. His job is not primarily to sell the dealer Frigidaires. Rather, it is to help the dealer sell them.

A typical case works out something like this:

John Jones is the Frigidaire dealer in Canandaigua, a town of some 7,000 inhabitants. Mr. Jones also is an undertaker and furniture dealer (paradoxical but usual small town combina-

tion). Naturally, he cannot give all his time to Frigidaire.

But everyone knows him and Mr. Jones knows everyone. If this mutual popularity can be capitalized, the Jones Undertaking Parlors and Furniture Store will prove a valuable outlet for Frigidaires. Obviously Mr. Jones cannot be expected to contribute much in the way of sales experience or initiative. But the Rochester Plan provides this.

The Gilbert field man who signed up Mr. Jones as a dealer tells him he'll call every Thursday morning. However, Jones has heard that one before from other salesmen. Thursday morning brings the Gilbert field man

Four years ago the H. C. Gilbert Appliance Corporation was an obscure Frigidaire distributor doing an annual volume of \$100,000. This year, through consistent application of an intensive selling plan, they expect to do close to \$4,000,000. Of the gross business, one-half comes from country districts.

and Jones is surprised but not yet convinced. As subsequent Thursday follow and the Gilbert salesman makes his appearance on schedule, Jones begins to take notice. He finds it easier to line up a prospect or two during the week for the salesman to work on than alibi.

But Jones has another incentive for getting prospects. He finds that the Gilbert field man will not only help him sell Frigidaires, but actually sell them for him if Jones will but pave the way. He decides that Mrs. Smith, an old customer, is a good prospect. Maybe she has shown some interest in Frigidaire. Thursday morning when the Gilbert field man calls, Jones takes him to Mrs. Smith's house.

"Mrs. Smith," he says, "this is Mr. Brown, who represents the wholesale house from which I get my Frigidaires. Mr. Brown is an expert and I'll stand back of anything he says. You can purchase the Frigidaire through my store, so that the home town will get the benefit of your business."

Here is a man introduced to her by Mr. Jones, one of the town's most respected business men. With her prejudice against strange salesmen overcome by this introduction, Brown launches immediately into his sales talk. If Jones does not get an order, it is not the fault of Brown, the H. C. Gilbert Appliance Corporation, or the Rochester Plan.

That is the Rochester Plan in a nutshell. There isn't much more to it except that its success, of course, depends on having the right type of supervisors in the field. In the Gilbert organization this contingency has been cared for by promoting men from the ranks. Every field supervisor in the organization started in first as a household or commercial salesman, working under the direction of a supervisor. From household or commercial salesman, the Gilbert man advances to household or commercial supervisor and on up the scale.

With every man thoroughly grounded in the knowledge of his product and sales methods, it is no wonder

that the Rochester Plan became a success. Not only do the field men help the dealer to sell Frigidaire, but they also provide him with advertising counsel and, when the occasion requires, bring him the material to work with. But these activities are only supplemental to the success of the plan. The real secret lies in maintaining a regular schedule of frequent calls.

Just how successful the plan is can best be illustrated by the record of the company. Four years ago the H. C. Gilbert Appliance Corporation was an obscure Frigidaire distributor with limited territory. The first year's business was under \$100,000. This year it is estimated the volume will be close to \$4,000,000 and from obscurity the firm has leaped into the limelight as the tenth largest Frigidaire distributor in the country. Whether its rapid rise has been equaled or bettered we are not prepared to say, but it is safe to assume that there are few distributors in the entire industry who have enjoyed a more rapid or spectacular growth.

From a few counties around Rochester, the firm's territory has grown to include all of Central New York, comprising some twenty-two counties. Three branch stores are maintained at Rochester, Syracuse and Utica. Of the gross volume of business, one-half comes from the country districts in which the plan is operated.

Lobbying Campaign Will Protect Business, Says Senator Caraway

DECLARING that his campaign against lobbying had been greatly misunderstood, Senator T. H. Caraway said last week that both his proposed law and the work of his committee were for the protection of business men, rather than against their interests. In granting an exclusive interview on the subject for *SALES MANAGEMENT*, he added that he was glad to have the opportunity of explaining to the sales executives of the country that it was not only their right, but, in his opinion, their duty to submit to Congress those facts of their business which would aid in the framing and passing of equitable and helpful legislation.

"The right of petition is constitutionally granted to all citizens," he continued. "Every government official must recognize this right, and whenever the Government appears to citizens to be moving in the wrong direction, it is their duty to protest.

"Lobbying is, of course, one form of petitioning, and I never have had any intention of trying to make it illegal. The only phase of it that I protest against is the pooling of money by industrial companies and others for the employment of lobbyists and lobby bureaus. My objection is based on the fact that both the individual lobbyists and the bureaus accept a great deal of money for a service they cannot render and for an influence they cannot possess.

"As I informed the Senate last September, when asking for its unanimous consent of my resolution for an investigation of lobbying, the city of Washington swarms with organizations that have nothing to sell but false ideas. They filch money, not only from business concerns, but also from patriotic organizations, women's organizations and others who have been led to believe that federal legislation can be controlled by the lobbyists. And whenever an investigation is made, it is amazing to learn of the character of the men and women who represent themselves to the public as controllers of legislation.

"It is my conviction that this condition would be impossible if we had a way to compel the man or woman who is the recipient of lobby money to disclose the fact, with complete in-

BY JAMES TRUE



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Senator T. H. Caraway is warring against the graft in lobbying.

formation as to how much he has received and what he does with it. This I have tried to bring about with the bill now before the Senate. I introduced this bill during the last session, and it passed the Senate without opposition but failed in the House. It merely calls for the registration of all lobbyists and the disclosure of the important facts of their activities.

"The resolution resulted in the sub-committee on lobbying which has been ascertaining for some time just who it is that is on the payroll of

somebody somewhere else in the United States. We have already found out a great deal about who are employing the lobbyists, how much they are paying, and where the money goes. So far, the work of the sub-committee sustains every claim I have made on the subject. We have the power to ascertain the facts and to disclose them, and that is all that is necessary.

"There is no doubt that publicity will do more than anything else to control lobbying. I do not think it possible that any reputable individual, company or organization of any kind would want to admit that he or they had employed a professional lobbyist, and no lobbyist would find it profitable to disclose the source from which he receives his money, with the other required details of his business. With the facts a matter of public record, all contributors, regardless of the amounts they have paid for legislative influence, will know the extent to which they have been buncoed. The resolution gives us the chance to begin along this line, and when the bill becomes law it will be the means of carrying on the work of eliminating the professional lobbyists who are, in reality, obtaining money under false pretenses."

In discussing some of the facts disclosed by the sub-committee, Senator Caraway expressed amazement at the credulity of business men regarding the supposed power of some of the lobbyists. In one case, a small organization, trading as an association, was shown to have operated for years on large sums of money contributed by a large number of prominent and highly reputable business concerns, and without the slightest evidence of ever having controlled or influenced any legislation.

"There are many others of the kind," the Senator continued, "and they cost the business interests of the country an enormous amount of money every year with no return whatever. In the Washington 'phone book there are four and a half pages of the names of associations. Some of them are legitimate and their work is valuable; but a large part of the rest are mulcting business and other

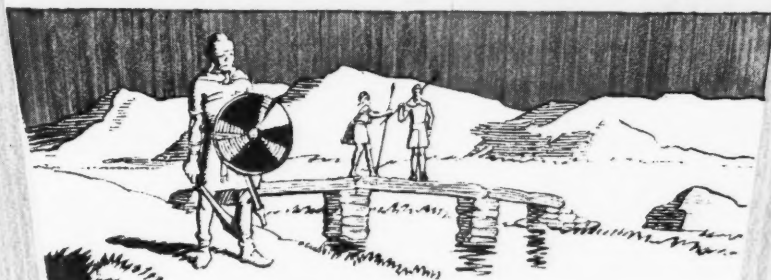
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MEN ASK ABOUT STEEL

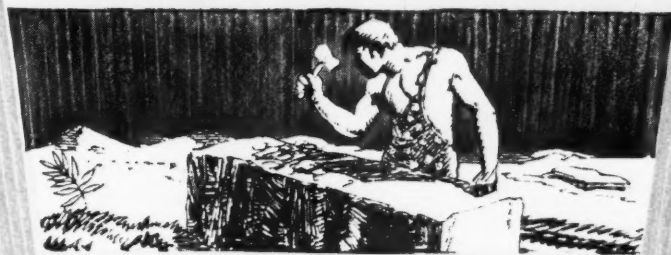
IRON TRADE REVIEW STEEL



IRON



BRONZE



STONE

YOUNG ENOUGH TO LEAD THE INDUSTRY IN A MODERN AGE

Bigelow-Sanford Tackles the Retail Salesmanship Problem

BY T. E. WATERS

Bigelow-Sanford Carpet Company, Inc., New York City

TO make the floor covering retailer a better merchant and his salesman a better salesman is the aim of a double-barreled educational program by the Bigelow-Sanford Carpet Company, Inc. A fact-finding survey of the best merchandising practices for the retailer and a correspondence sales training course for his salesmen are the backbone of this program.

In 1928 Bigelow-Sanford realized that sales could be increased only by strengthening the retailers' sales organization. A survey showed various levels of sales skill in the retail selling of rugs and carpets. Salesmen sold

rugs as rugs, not as an integral part of home decoration. From a maze of rug designs, the customer was expected, most often without any style help, to solve the decorating problem. Some salesman would be interested primarily in size of rug and price. Another could tell all about the technicalities of rugs. But few retail owners and rug salesmen sold their product on the basis of style, color, design and quality.

With the impetus brought by a meeting of 200 leading floor covering merchants in June, 1928, the Bigelow-Sanford Carpet Company engaged a professional survey organization to study the problem and, from the results of the investigation, to build a sales course for the retail clerk.

More than 2,500 stores all over the country were covered. Clerks were watched, buyers, merchandising managers, owners, jobbers and contractors were interviewed, and interior

decorators and stylists were consulted. Aside from the mass of information such investigations disclosed, it was definitely proved that, whereas in former years customers were concerned with the carpet's quality and durability, today they were more interested in style. Today they think of a rug in terms of style, color, pattern and how these factors fit into their decorative scheme.

The course evolved from this investigation is in six units and requires about three months to complete. This course was offered to the entire trade at \$10 an enrollment. So far, more than 3,600 in 650 stores have enrolled. A unit of the course is mailed once every two weeks to each person enrolled. Check sheets and questions for each unit help the student in self rating. For those stores which enroll a sufficient number to make it worth while for the buyer to conduct the course personally, conference guides are included.

(Continued on page 25)

Style, pattern and color play such a large part in selecting a carpet that Bigelow-Sanford has constructed a display set to aid the customer to visualize the carpet in her home.

Photo courtesy of Rug Profits



Telephone Typewriters cut Operating costs for Business firms... Large and Small



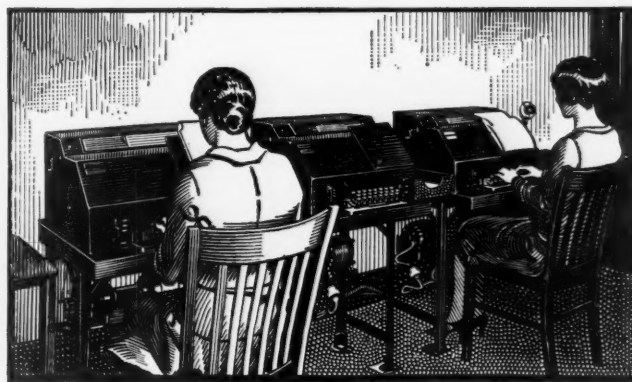
THE FIRST NATIONAL CORPORATION, BOSTON
New York Office



E. A. PIERCE & COMPANY
New York Office



S. K. F. INDUSTRIES, INC.
New York Office



AUTOMOTIVE MATERIALS CORPORATION
Detroit, Michigan

TELEPHONE Typewriter Service is proving its worth for the small concern as well as the large. It permits a paper manufacturing company to co-ordinate the activities of its New England mill and New York sales office.

Production at the mill starts a few minutes after orders are received in New York. Thus, expensive stock on hand is reduced to a minimum. Invoices are mailed the same day orders are received.

This modern business aid brings all units of an organization "under one roof."

It provides accurate, instantaneous, *two-way typewritten* communication. Deliveries are speeded up, overhead reduced, production curves smoothed out. Effective centralized control is made possible.

The scope of Telephone Typewriter Service is virtually unlimited. It helps every department—sales, order, purchasing, traffic, operating, etc.—to function with greater efficiency. Your local Bell Telephone Business Office will gladly have a representative show you how it will be of value to your firm.



The Sales Manager of the Future

BY JOHN G. JONES

THE business depression from which we are recovering has re-emphasized the fact that periods of high production and large consumption inevitably call for readjustment. Much has been said during the past few months criticizing the efficiency of American distributive machinery while eulogizing the perfection of manufacturing processes and methods.

The truth of the matter is that distribution has been overstimulated and, while the cost of selling has been high, goods have been moved faster than the absorbing capacity of the American public warranted.

The time-payment contract was the greatest sales stimulator ever adopted and to keep up with our big-scale production billions of dollars were spent before they were earned. Any country that mortgages its wage schedule for a year or more in advance must inevitably face the day of settlement; and when the settling day comes and a big part of the population ceases buying, then the wheels of industry are slowed up, hundreds of thousands of workers are thrown out of employment and serious depression follows. The American public, however, has not and never will cease buying and gradually we will again move forward to a period of full output and ever greater consumption than was witnessed in 1928-29.

It goes without saying, however, that more definite budgets of the nation's buying ability must be formulated by industrialists and the time will come when production and distribution are kept on a more equable basis. Stabilization of buying would naturally stabilize production and instead of recurring trade booms and the following trade depressions, American business would settle down on a more even keel.

Now where does the sales manager enter in? In the scramble for business the burden of selling has in the past rested entirely upon his shoulders and the blame for any decline in business volume was usually charged against him personally. Indeed, most business organizations keep crowding the sales manager for an ever-increas-

John G. Jones is widely known as the former director of sales for the Alexander Hamilton Institute. Under his leadership sales for this company grew from \$380,000 in 1912 to more than \$4,000,000 in 1928. He is now an independent sales counselor.

ing volume, usually disregarding many factors that preclude the reasonable possibility of increase.

The recent slump in business has certainly absolved the average sales manager of any personal blame and more business men have come to realize that the immutable law of supply and demand is in continuous operation.

In times of depression the best organized sales department is almost as helpless as a less efficient one. No one is unreasonable enough to state that all the automotive manufacturers are badly organized in their selling departments. Yet in the automobile field, with perhaps not more than one exception, business in 1930 has so far shown a loss of from 35 per cent to 65 per cent. The big part of this loss is shown in the higher-priced cars and most surely indicates that temporarily, at least, the spending power of the American people has been curtailed.

Personally, I believe that the average sales manager has been open to criticism; not for his failure to increase volume but for his overoptimism and for his disregard of those economic factors that influence and, to a great extent, control the distribution and acceptance of his goods.

The time has arrived when the sales manager must broaden his vision and acquire and keep a sound understanding of those economic factors that govern the welfare and prosperity of his buyers.

The stock market slump has taught many business men a valuable lesson, but back of that debacle were economic reasons that brought it about. It is true, of course, that stock market operations had a negative effect on business because of the huge amounts of money and credit they diverted at

high interest rates. Months before the stock market collapse, however, warning signs of declining business were in evidence. Not only American but world business had been gradually declining and our foreign trade from the early spring of 1929 had been showing a falling curve.

The business man had to pay more for the money he borrowed for legitimate business purposes. The action of the Federal Reserve Board in raising the rediscount rate was not so much a "slap" at Wall Street operations as it was a move to safeguard business and readjust credit conditions.

The sales manager of the future will be a close observer of market conditions; he will keep close watch of discount and rediscount rates; he will pay more attention to world conditions; he will make or have made more complete market analyses to gain a better understanding of buying ability. He will endeavor to have more complete credit information and he will always be in a position to discuss intelligently with his confreres those economic facts and factors which should govern the program of manufacturing and distribution.

American production is now on a mass basis. Machinery and all types of producing equipment show marvelous efficiency. The time is here when distribution must also be studied scientifically so that production is not allowed to smother the "goose that lays the golden egg" by increasing the supply of goods and merchandise beyond the reasonable demands of both home and foreign markets.

The sales manager of the future must train himself not only to direct salesmen but to understand those economic facts governing their success or failure.

American Stove Joins Sales Forces in New District Marketing Policy

A centralized sales organization, with seven divisions covering the entire United States and Canada, was inaugurated this week by the American Stove Company. The plan, supplanting that of separate sales organizations for each of its six manufacturing divisions which has been in effect for thirty years, is under the supervision of Stanley E. Little, vice-president in charge of sales at Cleveland.

The six manufacturing divisions—George M. Clark & Company, Dangler Stove Company, Direct Action Stove Company, New Process Stove Company, Quick Meal Stove Company and Reliable Stove Company—will continue as before, Mr. Little said, but selling and distribution will be vested solely in the new organization. A manager has been appointed for each of the divisions, who, with the group of salesmen assigned to him, will have complete charge of the sales in his district of all gas-burning appliances produced by American Stove Company.

"In the past few years merchandising conditions have materially changed," Mr. Little pointed out. "Both the dealer and the consumer have formed new buying habits that demand new standards of service from the manufacturer. Carrying smaller stocks with more turnovers, the dealer demands more prompt and frequent deliveries. He also expects more cooperation from the manufacturer in the movement of goods to the consumer. The consumer, in turn, has become better informed and more selective in buying through the power of advertising and demands a higher standard of service.

"For these reasons a closer contact between manufacturer, retailer and consumer is essential and it is in recognition of this fact that American Stove Company has inaugurated this new merchandising method."

All the district sales managers in the new organization have been serving as sales managers of the present manufacturing divisions or as regional sales executives. The managers are: C. A. Young, Eastern sales division, Long Island City, New York; W. E. Kirby, Atlantic division, Philadelphia; John C. Brown, Southeastern, Atlanta; J. H. Kirby, Central, Cleveland; A. F. Millikan, Northern, Chicago; R. L. Kahle, Southwestern, St. Louis, and E. P. Millikan, Pacific, San Francisco. Irvin W. Peffly is manager of the export department at Long Island City,

H. C. Fritz, manager, custom-built range sales department, Cleveland, and Thomas Rath, vice-president and director of publicity at Lorain, Ohio.

New England Seeks Funds to Promote Its Resorts

A unified plan of obtaining state and other funds for a cooperative publicity program is now being effected by the recreation committee of the New England Council.

Various state committees are getting statistics and details of the recreational property valuations in the different states to be used as a basis for prorating appropriations. New Hampshire, which has finished this valuation, reports about \$100,000,000 of recreational property. Incomplete returns from Maine indicate a valuation of \$150,000,000, and Rhode Island expects \$100,000,000 there. Figures for Massachusetts, Vermont and Connecticut are not yet available.

California Fish Cannery Launch Association

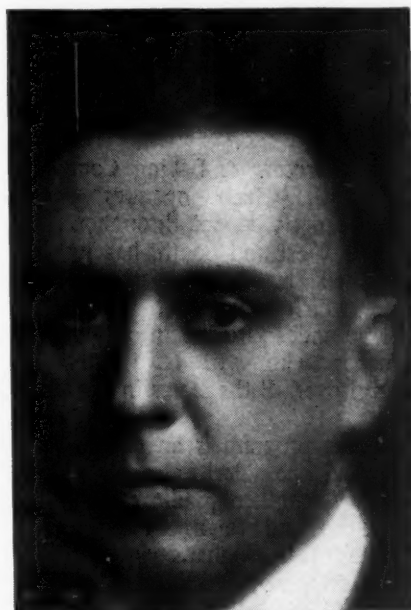
The California Fish Cannery Association has been formed at Los Angeles by executives of nineteen companies, controlling virtually the entire output of canned fish in the state. The first state-wide organization of the industry, the association is an outgrowth of the Sardine Packers' Association and will absorb the recently organized Tuna Cannery Association.

It is estimated that the output of the companies entering into the new organization exceeds \$30,000,000 yearly. The purposes are to strengthen the market, aid Federal bodies in cooperative research and improve the pack.

Gasoline Robot Makes Debut in California

The Gasomat—a vending machine that sells gasoline in gallon cans—has just been introduced at Los Angeles by the Union Oil Company.

Invented by C. Gray there, it is intended primarily for motorists who run out of gasoline late at night. The price, fifty cents a gallon, includes the can, on which there is a refund.



Paul Miller, the new director of sales for General Ice Cream Corporation, Buffalo.

General Ice Cream Names Miller Sales Manager

Paul Miller, managing director of the Western division of the General Ice Cream Corporation, at Buffalo, has been appointed director of sales with headquarters at Schenectady, succeeding E. J. Finneran, who has become director of sales and advertising of the National Dairy Products Corporation, at New York City.

Dr. C. W. Larsen, former chief of the United States Dairy Bureau and previously managing director of the National Dairy Council, succeeds Mr. Miller at Buffalo.

General Ice Cream is a subsidiary of National Dairy Products.

Studebaker, Pierce-Arrow Form Truck Company

S. P. A. Truck Corporation has been organized by the Studebaker Corporation of America and the Pierce-Arrow Motor Car Company to manufacture trucks, buses and other commercial vehicles.

A. R. Erskine, president of Studebaker and Pierce-Arrow, is also head of the new corporation; J. M. Cleary, vice-president and general manager; A. G. Rumpf, treasurer; J. F. Cotter, secretary; H. E. Dalton, comptroller; C. H. Wondries, vice-president in charge of sales, with Hal T. Boulden and Paul H. Castner as sales managers.

Ellis Agency Moves

A. W. Ellis Company, Boston Advertising Agency, is now located at 24 School Street.

Kroger Inaugurates 'Home Rule;' Backs National Brands

Kroger Grocery & Baking Company, Cincinnati, which operates nearly 6,000 grocery stores throughout the Middle West and South, has just inaugurated a decentralization plan under which each branch and district will be under jurisdiction of a branch manager who will have executive control over all the stores in his locality.

The new program is an endeavor to carry out the "desire we have long had to strengthen public relations in the cities and towns in which we operate," J. B. Bonham, vice-president of the company, told SALES MANAGEMENT. "We believe it will also contribute greatly to the operation of our stores from a merchandising standpoint," Mr. Bonham said.

"Cincinnati general offices will, of course, be the determining factor on general company policy and administrative features.

"Buyers have been placed in each of the decentralized branches who will order our major item merchandise from contracts made by the general purchasing department, as well as buy all local items particularly popular and salable in each branch, and produce and perishable merchandise.

"Toward nationally advertised brands," Mr. Bonham said, "we are and have been most favorably disposed. At present they represent approximately 60 per cent of the business in our stores."

The new plan is already in operation in seventeen cities: Louisville, Indianapolis, Fort Wayne, Madison, Chicago, Pittsburgh, St. Louis, Herrin, Cleveland, Columbus, Toledo, Grand Rapids, Charleston, Peoria, Roanoke, Memphis and Little Rock.

Albert H. Morrill, Cincinnati attorney, who was recently elected president of the company, is now making a tour of the various cities to establish the new plan of operation. He is being accompanied by Colonel C. O. Sherrill, formerly city manager of Cincinnati, who is now vice-president of the company.

To Make Business Films

Warner Brothers, Inc., New York, announced this week plans for its entrance into the production and distribution of commercial pictures—partly through its own theatre chain. The pictures of one reel will be produced by a new industrial and commercial department, under the direction of A. Pam Blumenthal, general manager.

Crex Carpet Salesmen Will Pick Own Lines

In the belief that salesmen put their best efforts on items on which they themselves are "sold," the Crex Carpet Company, New York, had adopted a sample selection system to enable salesmen to pick up personally all products which they feel will most nearly meet the approval of their customers.

"In adopting this policy," John Mooney, sales manager, explained, "we feel that our representatives can concentrate on all of the numbers which they will 'take' to their territories.

"By selecting their own lines," Mr. Mooney said, "the salesmen will not be bothered with numbers which are obviously at variance with the requirements of their trade, and will give them a greater responsibility."

Supervise Manufacture Work of U. S. C. C.

Carl A. Johnson, president of the Gisholt Machine Company, Madison, Wisconsin, has been appointed chairman and Harry B. Gilmore, secretary of the Western Electric Company, New York, vice-chairman of the department of manufacture activities of the United States Chamber of Commerce, Washington.

Other members are: James D. Cunningham, Republic Flow Meters Company; C. S. Duncan, economist, Association of Railway Executives; Lamot duPont, E. I. duPont de Nemours & Company; E. F. Fitch, Marion County Lime Company, Jacksonville; L. S. Horner, Kissel, Kinnicut & Company; Francis E. Kamper, C. J. Kamper Grocery Company, Atlanta; John A. Law, Saxon Mills, Spartanburg, South Carolina; Morris E. Leeds, Leeds & Northrup Company, Philadelphia; P. W. Litchfield, Goodyear Tire and Rubber Company; D. C. Lowles, Cleveland; Floris Nagelvoort, Nagelvoort-Stearns Cadillac Company, Seattle; and Theodore Swann, Federal Phosphorus Division, Swann Chemical Company, Birmingham, Alabama.

Republic in Indianapolis

The Republic Steel Corporation will open a new district sales office in Indianapolis July 7, under H. H. Pleasance, former general manager of sales of the steel bar department of the Bourne-Fuller Company, who is now sales manager for the Indianapolis district.

Harvard Cuts Campaign Awards \$1,000; Adds Combination Prize

An award for the individual advertisement, effective in its combination of text, type, headline and illustration, has been added to the list of the Harvard Advertising Awards for 1930, announced by the Harvard Business School this week.

All prizes this year will be of \$1,000. Four will be for campaigns, five for individual advertisements, as follows: For national and local campaigns for specific products; for a general or institutional campaign, and for a campaign of industrial products (a statement of 600 words giving pertinent facts concerning the campaign to accompany them); for advertisements revealing, respectively, effective use of text, pictorial illustration, headline, typography, and combination of text, headline, type and illustration.

An award of \$1,000 will be given for the "advertising research of the year conspicuous in furthering the knowledge and science of advertising."

The gold medal for "distinguished personal service to advertising" is again included.

Until now each of the campaign and research awards were for \$2,000, individual advertisements \$1,000.

Caterpillar Tractor Names Heacock Head

B. C. Heacock, vice-president of the Caterpillar Tractor Company, has been elected president to succeed R. C. Force, who has held that office since the formation of the company and who is now chairman of the executive committee.

Mr. Force announced this week a new plan of organization whereby members of the operating staff of the company will be stationed in Peoria, Illinois.

At San Leandro, California, the present corporate home office will be continued, and it is planned to establish in the plant there the research division of the company.

Of the five models of tractors at present being offered by the company, only two sizes, the models sixty and thirty, have recently been in production at the San Leandro factory, and it is now intended to transfer their manufacture to the Peoria factory before the close of this year.

C. M. Nussbaum has been appointed advertising manager and Franklin E. Wales western advertising manager, at Chicago, of *Aviation Daily News*, New York City.

Business Paper Space Up in 1929; Agencies Place Most, Says A. B. P.

Dollar volume of advertising placed in member publications of the Associated Business Papers, Inc., in 1929 was \$30,750,000, as compared with \$30,668,917 in 1928 and \$29,436,918 in 1927, Frederick M. Feiker, managing director of the association, reported this week in summarizing figures from its annual Space Record, which will be published soon.

In business paper advertising, Mr. Feiker said, advertising agencies are playing an increasingly important part. In 1929, 55.5 per cent of the space taken in member publications was through agencies—as against 52.19 per cent in 1928 and 47.8 in 1927.

The Space Record will contain the names of all agencies which placed twelve or more pages during the year. Again at the top of the list, after dropping to third position in 1928, is N. W. Ayer & Son, Philadelphia, with 2,283 pages. Rickard & Company, Inc., industrial agency, New York, continues in second position, with 1,980 pages. Batten, Barton, Durstine & Osborn, Inc., New York, first in 1928, was third last year, and J. Walter Thompson Company, New York, climbed from twelfth to fourth.

The 125 leading agencies, with their positions and number of pages taken in the last two years, were as follows:

1929	1928		1929	1928
1	3	N. W. Ayer & Son, Philadelphia.....	2283	1907
2	2	Rickard & Co., Inc., New York.....	1980	2317
3	1	Batten, Barton, Durstine & Osborn, Inc., New York.....	1730	2438
4	12	J. Walter Thompson Co., Inc., New York.....	1613	916
5	4	G. M. Basford Co., New York.....	1564	1562
6	7	Russell T. Gray, Inc., Chicago.....	1373	1274
7	5	Campbell-Ewald Co., Detroit.....	1264	1412
8	6	Gardner Advertising Co., Inc., St. Louis.....	1164	1346
9	8	Lord & Thomas and Logan, Inc., Chicago.....	1123	1260
10	9	The Buchen Co., Chicago.....	1119	1005
11	18	Griswold-Eshleman Co., Cleveland.....	1009	817
12	23	Freeze-Vogel-Crawford, Inc., Milwaukee.....	988	708
13	17	Powers-House Co., Cleveland.....	944	837
14	11	George J. Kirkgasser & Co., Chicago.....	895	930
15	28	Ferry-Hanly Advertising Co., Inc., Kansas City.....	883	633
16	20	Williams & Cunningham, Inc., Chicago.....	862	744
17	21	Marschalk & Pratt, Inc., New York.....	836	740
18	40	Walker & Downing, Pittsburgh.....	833	516
19	16	Henri, Hurst & McDonald, Inc., Chicago.....	829	850
20	10	O'Connell-Ingalls, Boston.....	810	996
21	25	A. Eugene Michel & Staff, New York.....	764	644
22	302	Blackett-Sample-Hummert, Inc., Chicago.....	743	73
23	29	Erwin, Wasey & Co., Chicago.....	740	607
24	14	Barrows, Richardson, Alley & Richards Co., N. Y.....	733	865
25	13	Paul Teas, Inc., Cleveland.....	723	877
26	34	O. S. Tyson and Co., Inc., New York.....	686	554
27	42	Bissell & Land, Inc., Pittsburgh.....	663	509
28	22	Blackman Co., New York.....	650	720
29	26	Critchfield & Co., Chicago.....	592	641
30	34	Klau - Van Pietersom - Dunlap - Younggreen, Inc., Milwaukee.....	589	544
31	58	H. K. McCann Co., New York.....	577	366
32	41	Frank Presbrey Co., Inc., New York.....	560	511
33	27	Erickson Co., Inc., New York.....	545	634
34	66	Fuller & Smith, Cleveland.....	532	321
35	60	Sweeney & James Co., Cleveland.....	515	336
36	52	Walter B. Snow & Staff, Inc., Boston.....	509	383
37	50	Evans Associates, Inc., Chicago.....	507	391
38	62	Cross & Le Beume, Inc., New York.....	505	334
39	39	Roche Advertising Co., Chicago.....	491	528
40	131	Larchar-Horton Co., Providence.....	477	189
41	19	Doyle, Kitchen & McCormick, Inc., New York.....	468	761
42	30	Brooke, Smith & French, Inc., Detroit.....	452	591
43	93	Cramer-Krasselt Co., Milwaukee.....	449	253
44	64	Hazard Advertising Corp., New York.....	442	328
45	68	Ralph H. Jones Co., Cincinnati.....	441	313
46	65	D'Arcy Advertising Co., Inc., St. Louis.....	425	322
47	51	Moser & Cotins, Utica.....	405	386
48	49	Myers & Golden, Inc., New York.....	405	414
49	32	Fecheimer, Frank & Spedden, Inc., Detroit.....	394	575
50	43	Van Auker-Ragland, Inc., Chicago.....	392	499
51	80	W. L. Brann, Inc., New York.....	382	288
52	44	Rogers-Gano Advertising Agency, Inc., of Ill., Chi.....	382	468
53	31	Wightman-Hicks, Inc., New York.....	381	576
54	119	Lyddon, Hanford & Kimball Co., Rochester.....	380	212
55	45	McJunkin Advertising Co., Chicago.....	379	458
56	15	McLain-Simpers Organization, Philadelphia.....	379	852
57	63	John W. Odlin Co., Inc., Worcester.....	378	331
58		Kenyon & Eckhardt, Inc., New York.....	374	

1929	1928		1929	1928
58	258	William G. Kreicker & Co., Chicago.....	374	95
60	57	Moss-Chase Co., Buffalo.....	365	367
60	108	Fred M. Randall Co., Detroit.....	365	230
62	55	Ketchum, MacLeod & Grove, Inc., Pittsburgh.....	361	375
63	109	R. E. Lovekin Corp., Philadelphia.....	358	228
64	98	Industries Publicity Corp., New York.....	354	247
65	97	Freystadt-Juraschek, Inc., New York.....	350	249
66	48	Mitchell Advertising Agency, Inc., Minneapolis.....	348	424
66	82	Smith, Schreiner & Smith, Pittsburgh.....	348	269
68	73	C. H. Trapp Advertising Agency, St. Louis.....	340	305
69	88	Burns-Hall Advertising Agency, Milwaukee.....	331	239
69	47	Reinche-Ellis Co., Chicago.....	331	430
71	107	Calkins & Holden, Inc., New York.....	329	231
72	123	Albert P. Hill Co., Inc., Pittsburgh.....	328	201
73	94	George H. Gibson Co., New York.....	325	251
74		Advertisers, Inc., Detroit.....	322	
75	70	F. J. Low Co., Inc., New York.....	309	309
76	133	Geyer Co., Dayton.....	308	187
76	102	Hanff-Metzer, Inc., New York.....	308	239
76	103	Tuthill Advertising Agency, Inc., New York.....	308	235
79	91	Sterling Beeson, Inc., Toledo.....	304	254
80	58	Proctor & Collier Co., Inc., Cincinnati.....	294	352
81	103	Western Advertising Agency, Inc., Racine.....	293	235
82	73	Charles Daniel Frey Co., Chicago.....	287	305
83	741	Walter C. McMillan, New York.....	286	12
83	81	United States Advertising Corp., Toledo.....	286	283
85	46	George L. Dyer Co., Inc., New York.....	283	456
85	152	Z. L. Potter Co., Syracuse.....	283	165
87	90	Elmer H. Doe Advertising Agency, Louisville.....	282	255
88	105	Bayless-Kerr Co., Cleveland.....	280	234
89	94	Seemann & Peters, Inc., Saginaw, Mich.....	278	251
90	70	Potts-Turnbull Co., Inc., Chicago.....	270	309
91	73	H. C. Goodwin, Inc., Rochester.....	262	305
92	37	William H. Rankin Co., Inc., Chicago.....	261	551
93	169	Humbert & Jones, New York.....	260	157
94	78	Federal Advertising Agency, Inc., New York.....	259	293
95	72	Paul A. Florian Advertising Agency, Chicago.....	257	307
95	166	R. E. Tweed Co., Philadelphia.....	257	159
95	126	Wolcott & Holcomb, Inc., Boston.....	257	197
98	125	J. Horace Lytle Co., Dayton.....	256	198
99	112	John S. King Co., Inc., Cleveland.....	253	223
100	115	Wilson & Bristol, Inc., New York.....	252	222
101	310	Cockfield, Brown & Co., Ltd., Toronto.....	247	72
101	136	Donavan-Armstrong, Philadelphia.....	247	186
101	94	Finlay H. Greene Advertising Agency, Buffalo.....	247	251
101	99	P. F. O'Keefe Advertising Agency, Inc., Boston.....	247	246
101	86	William B. Remington, Inc., Springfield, Mass.....	247	260
106	79	Commercial Art Engraving Co., Chicago.....	246	291
107	127	Porter-Eastman-Byrne Co., Chicago.....	243	195
107	122	H. & J. Stevens Co., Grand Rapids, Mich.....	243	203
107	153	Yost Advertising Co., St. Louis.....	243	164
110	172	Austin F. Bement, Inc., Detroit.....	240	153
110	139	Earle Ludgin, Inc., Chicago.....	240	183
112	84	Livermore & Knight Co., Providence.....	239	266
113	82	G. W. Brogan, Inc., Towson, Md.....	238	278
114	148	W. S. Hill Co., Inc., Pittsburgh.....	237	171
115	76	Aubrey & Moore, Inc., Chicago.....	236	304
115	138	Grace & Holliday, Detroit.....	236	185
117	675	John C. Stephen, Cleveland.....	235	16
118	141	Henry P. Boynton Advertising Agency, Inc., Clev.....	234	180
119	33	MacManus, Inc., Detroit.....	233	568
120	111	Norris L. Bull, Hartford, Conn.....	232	225
121	117	G. P. Blackiston & Staff, Canton, Ohio.....	229	218
121	101	Paschall, Harris & Paschall, Inc., Chicago.....	229	242
123	116	A. McKim, Ltd., Toronto.....	227	221
123	91	Witte & Burden, Detroit.....	227	254
125	185	Caldwell-Baker Co., Indianapolis.....	226	140

These figures are a preliminary release and are being rechecked before the publication of the Space Record.

Stripe Heads Power Show Exhibitors' Committee

Carl Stripe, publicity director of the Combustion Engineering Corporation, has been elected chairman of the exhibitors' committee of the Power Shows, New York, to succeed Frank Page of Foster Wheeler Corporation. The committee is affiliated with the National Industrial Advertisers' Association.

The exhibitors' committee was formed four years ago to investigate the merits of various power shows. At the request of manufacturers its scope has been widened to include also industrial shows.

How a Tom Thumb Golf Course Is Becoming a Big Business

BY LESTER B. COLBY

Golf may have been invented in Scotland, or perhaps Holland as some claim, but one of the newest money-making wrinkles in golf came out of the hate of our Southwestern desert-golfers for the sand green.

In the South and Southwest millions of golfers felt their souls slipping into Hades because of the sand green or the equally cursed clay green—neither of which is green at all. And anyone who has played on either needs not be told why.

Thomas M. Fairbairn, of Tlahualilo, Mexico, Albert S. Valdespino and Robert McCart, Jr., of El Paso, Texas, unleashed a new million dollar business such a short time ago that the dog is still a pup, when they got out patents on a new type of putting green.

Their idea was to defeat the sand greens and so save the souls of men. The "greens" were made of cottonseed hulls, with binder. Cottonseed hulls in the South compare in value much to sawdust in the lumber mills or tints on the floor of a speakeasy. But they wear well and are resilient, likewise fiber clinging to them make putting a delight.

Too, they can be dyed green to please the aesthetic, or purple or anything. However, for a year or two the cottonseed green caused no consternation. That was to come later. A fellow named Garnet Carter, down in Chattanooga, Tennessee, touched off the tinder.

Mr. Carter owned a hotel on Look-out Mountain and he had a certain bugginess about golf. He laid out a wee links and his guests fell for the idea amazingly. And because the wear and tear was great and because sand greens or clay greens were an abomination and a despair of souls, he experimented with the cottonseed greens which had come out of the desert. The thing went over big.

So pretty soon the National Pipe Products Corporation, of Rochester, Pennsylvania, got hold of the business, called the idea Tom Thumb Golf, and anyone anywhere ought to know what happened. Almost every town in the country of 5,000 inhabitants and up either has a Tom Thumb course or is in labor borning one.

Millions of golf nuts are paying

millions of dollars for the right to putt a ball over the cottonseed fairways and greens. They play morning, noon and night. Electrically lighted courses have been used until 2 a. m. and promoters of life-sized courses in many cities are making plaintive cries. Full-page advertisements telling of the joys of Tom Thumb golf appeared this spring in the *Saturday Evening Post*. Others have followed in *Golf-dom*, *American Golfer*, *Golf Illustrated*, *Golfers' Yearbook* and other publications. Will Rogers discovered that it was funny and Merle Thorpe called it an institution. Columnists have found it to be a joke and golf widows have married it. Zimmer-Keller, Inc., Detroit advertising house, welcomed it as a bright account.

The Tom Thumb golf outfit costs \$2,000. The complete set-up, job ready to play, including the ground work, fences, lights and everything, can be had from \$3,000 to \$4,000.

"Sales," depending on location and population, may run up to \$350 a day. It's a seven-day-a-week racket and some courses have paid back the investment in two weeks. Business is so good that the manufacturers still answer inquiries with form letters.

And one, Paul R. Engle, sales manager, whenever he looks at a golf ball gratefully says, "That's gold in them thar pills."

To Direct Merchandising for Macaroni Program

W. C. Marsh, formerly sales promotion manager in Chicago for E. I. duPont de Nemours & Company and previously a salesman and sales executive for various grocery products, has been appointed merchandising manager for the Cooperative Advertising Program for the National Macaroni Manufacturers' Association.

Metropolitan Studios and Wilding Merge

Wilding Picture Productions, Detroit, producers of commercial sound and silent motion pictures, has become a division of Metropolitan Sound Studios, Inc., Hollywood, California. Wilding will take over the Central West territory.



B. C. Bowe, manager of radio sales, General Electric Company.

Marketing Program for New Radio Sets Announced by G. E.

Coincident with the announcement by Westinghouse Electric & Manufacturing Company in *SALES MANAGEMENT* last week of marketing plans for its new radio, General Electric Company has just released to this magazine information on its radio promotion program.

The radio set business of the company will be handled through the merchandise department at Bridgeport under the supervision of C. E. Wilson, manager of that department, and B. C. Bowe, who has been selected as sales manager of that division. Mr. Bowe, formerly manager of merchandising of the Tungal battery charging apparatus, has formed a sales organization of district supervisors and salesmen who will function in connection with the marketing organizations of the merchandising department located in all of the larger cities in the country. "Business paper advertising of the new radio started this month," Mr. Bowe explained, and a "tremendous national magazine and newspaper campaign will soon be launched." R. Del Dunning will be advertising manager for this product.

Both the General Electric and Westinghouse radios are manufactured by RCA-Victor, Inc. They will be sold, however, in direct competition.

With its July 3 issue, *Iron Trade Review*, Cleveland, will be renamed *Steel*. The new name has been adopted to define its scope and purpose more accurately.

Bigelow-Sanford Tackles the Retail Salesmanship Problem

(Continued from page 18)

At the end of the successful completion of the course a certificate is granted. One buyer of a Middle Western store declared that in a few years a floor-covering salesman would not be employed unless he had received a certificate.

Recent merging and other factors prevent a definite statement on just what increase in sales is attributable to the course. However, individual comments from salesmen and buyers clearly indicate its value and serve as an excellent sales argument for increasing enrollment.

Of particular interest in the course is the thorough appreciation it attempts to give the retail sales clerk of the importance of style in today's selling. The second unit in the course, entitled "Guiding the Customer's Selection," devotes about eighty pages to sound information on styling, design and color in floor coverings, according to period design and types of furniture.

Film Also Available

The course is followed up by a three-reel motion picture, entitled "Mrs. Abbott Buys a Rug." This is available to stores throughout the country. During its showing, additional information on rug selling is given in a lecture.

Besides these two aids to selling, Bigelow-Sanford has available to the retailer's salesmen a free art consultant service.

The course was sold to the trade by a direct mail campaign and by personal salesmanship. Some stores pay the entire fee for their salesmen. Others handle it on a fifty-fifty basis. Others make the salesman pay half of it down and refund the \$5 payment on the successful completion of the course.

The success of the course was partly due, perhaps, to the fact that the course did not selfishly exploit Bigelow-Sanford rugs and carpets.

The other barrel of Bigelow-Sanford's distribution educational gun is a ten-unit survey course in rug and carpet merchandising. It includes detailed studies of scores of representative stores and reports of consultations with many retail merchants, manufacturers, buyers, wholesalers, interior decorators and stylists. Thus it attempts to present the best merchandis-

ing practices of the rug and carpet industry. The series covers the following topics:

1. Planning for speeding up turnover.
2. Individualizing the floor-coverings department.
3. Records that earn profits.
4. Maintaining a balanced stock.
5. Foresight in buying.
6. Advertising floor-coverings successfully.
7. Displaying rugs to create a business.
8. Making customers out of prospects.
9. Making service an asset.
10. Tying-in with present-day trends.

The first three have already been issued to the entire retail field selling carpets and rugs. That this series is proving beneficial is indicated by the comments already received. P. C. Fleer, president of J. N. Adam & Company, says of the series:

"These reports should tend to create a livelier interest in the minds of buyers in securing better volume and profit in the floor-covering departments. Cooperation such as this from manufacturers is bound to prove profitable for all parties concerned."

Some of the recipients are enthusiastic enough to ask that the series be sent to others. James B. Duffy, president of Duffy, Power, Inc., Rochester, New York, says in discussing the first report of the series: "I have hurriedly glanced through it and know that it contains most interesting and valuable information well worth studying. I would appreciate your sending one to the names listed on the enclosed request form."

Malay Rubber Campaign Will Cost \$1,500,000

The Federated Malay States Government will appropriate \$1,500,000 from reserve funds for research and propaganda in the interests of the rubber industry.

The plan is in accordance with an agreement made in connection with a program to restrict the rubber output, by which money accumulated from the government export tax on rubber would be used to aid the industry itself.

IN MAY, 1930

Omaha's

15 Leading Retailers

divided their advertising between the two Omaha newspapers as follows:

70%

World-Herald

30% Bee-News

Following was the percentage carried in the World-Herald by each of the 15 leading Omaha retail advertisers. (Computed by the Haynes Advertising Company.)

DEPARTMENT STORES—	
Brandeis Store	72%
Hayden Bros.	86%
Thomas Kilpatrick & Co.	68%
Thompson-Belden & Co.	66%
Sears-Roebuck & Co.	73%

WOMEN'S READY-TO-WEAR—	
Goldstein-Chapman Interests	53%
Herzberg's	56%
Haas Bros.	84%

MEN'S AND WOMEN'S CLOTHING—	
Nebraska Clothing Co.	92%
Harris Goar Co.	100%

FURNITURE—	
Union Outfitting Co.	65%
Hartman Furniture Co.	66%
Orchard & Wilhelm Co.	62%

MUSIC—	
A Hospe Co.	77%
Schmoller & Mueller Piano Co. ..	50%

The above advertisers used 474,698 lines in the World-Herald, 202,615 lines in the Bee-News.

These same 15 leading retail advertisers used the following percentages of their advertising in the World-Herald monthly since January 1, 1930.

April	67%
March	64%
February	63%
January	63%

Retail advertising rates in the World-Herald are 1c. to 4½c. per line higher than in the Bee-News.

THE OMAHA WORLD-HERALD

Nebraska's HOME Newspaper

NET PAID CIRCULATION

First Three Months, 1930

Publishers' Statement to ABC

128,011 DAILY 124,263 SUNDAY

O'MARA & ORMSBEE, Inc.

National Representatives

NEW YORK CHICAGO SAN FRANCISCO
LOS ANGELES DETROIT

Editorials

THE ADVERTISING FLAME: Many of the heroes of stirring feats like Byrd and Kingsford-Smith have received enthusiastic acclaim at the hospitable board of the Advertising Club of New York after being officially welcomed at the old City Hall of the country's main gateway, which, like the White House, has become a shrine for modern knights-errant returning from deeds of derring do. The reason is obvious enough. The function of advertising men is to proclaim. Practical in most of the work they do, those of them who are worth their salt are irresistibly moved to make known the special merits of anything they observe. With an eye to business, they may rejoice in commercial associations with splendid action—the fact that a particular oil kept smoothly turning the engines of a plane which crossed the broad ocean, that a special brand of coffee warmed the hearts of Antarctic explorers in glacial solitudes. But in joining the chorus of applause which greets personal achievement far out of the ordinary they are not only giving vent to emotions shared by everyone; they are also responding to the call of their profession in its best aspect—the call for recognition and understanding of qualities that delight human instinct. Their desire to make known whatever has unusual value, prostituted though it may often be to less noble ends, inspires them to public acknowledgment of great service. And this, we believe, is true even when the lode stone of fame draws them for other reasons.

REAL CHEAPNESS: Everyone interested in selling goods must have observed how thoroughly current income statements are bearing out predictions regarding the disproportionate salability of necessities of life when buying power is impaired or repressed. So obvious is this indeed that the phrase "depression proof" applied to commodities of this class has passed into the vernacular of the day. The earnings of the automobile companies cry aloud the diminished demand for their products. The earnings of the baking companies are as eloquent of the demand from stomachs that must be filled rain or shine. . . . Closer scrutiny, however, discovers that price levels play a large part in sales tides which continue to flood even when the moon of business conditions seems to pull toward the ebb. This is seen in the expanding sales of Coca Cola, chewing gum and, relatively, even cars which sell at or near the \$500 level. . . . Evidence that this phase of the situation has not escaped attention is found in the news that managers of

department stores quite generally are arranging to use lower retail prices, made possible by lower costs of raw material, as a leading feature of their sales promotion in the coming season. They are thinking in terms of cheapness in the true meaning of the word—cheapness that keeps profits intact or swells their sum while encouraging as well as rewarding the thrifty buyer.

JOBS AND FIGURES: In the interest of clear thinking about business conditions it is well to keep in mind the proneness of mortals to search premises for facts supporting their desires rather than for facts leading to the cold truth. This tendency has been glaringly apparent since the unsettlement which began last fall. It has affected most discussion of the commodity price decline. It has been conspicuous in nearly all out-givings concerning unemployment. Federal administration officials, setting out with the laudable purpose of relieving a difficult situation by enlarging fields of work within their control and encouraging state authorities and business generally to do the same, have naturally magnified every bit of evidence indicating that their efforts have not been in vain. Critics of their methods have been swayed toward contrary inferences by the fervor of antagonism. . . . A particularly unfortunate illustration of this is the controversy over the incomplete population census figures on involuntary idleness. Because returns from nearly a fourth of the population disclose only about 2 per cent of this part of the people enumerated without work, Secretary Lamont jumps to the conclusion that unemployment in the nation last April was no more than 2,298,588. The American Federation of Labor rejects this finding as absurd. According to its rolls, 20 per cent of the union labor ranks are without jobs, a ratio which, applied to the whole army of persons seeking gainful occupation—45,000,000—would much more than treble the Lamont estimate. The National Unemployment League receives the Washington statement with similar incredulity. According to Sage Foundation records, its spokesman points out, unemployment in this country is 3,300,000 in average years and twice as many in bad years. These records, he declares, warrant the assumption that estimates of unemployment now "should begin at 6,600,000 no matter from what quarter other figures are quoted." . . . The complete census may settle the dispute. Meanwhile it is just as well to bear in mind that counting noses, however useful, does not reset noses that are out of joint.

Gossip

F. F. SCHREYER, formerly business manager of the *Dairymen's League News*, has been made treasurer. R. L. CULVER succeeds Mr. Schreyer as business manager. . . . E. L. DAILY, who has been assistant sales manager of Herring-Hall-Marvin Safe Company, Hamilton, Ohio, has been advanced to manager of the Chicago branch office. . . . C. L. IPSEN is sales manager of the new industrial heating section of the General Electric Company, and L. D. MEEKER of the electric welding section. These two sections were created July 1, to take the place of one section which included both heating and welding. . . . THAYER LANE BANCROFT, formerly of J. Walter Thompson Company, has joined Badger & Browning, Inc., Boston agency. . . . H. E. FISK, vice-president and director of the General Outdoor Advertising Company, New York, has been appointed vice-president in charge of industry relations. A. J. CUSICK, who has been manager of the Denver branch, succeeds him, and E. W. STEPHENSON is now manager at Denver. . . . ED J. GANTS has been appointed Eastern advertising manager of *College Humor* magazine. He has been in the New York office for several years. . . . GEORGE J. HECHT, publisher of the *Parents Magazine*, and Mrs. Hecht sailed last week on the *Ile de France*. . . . H. MARCELLUS GALLOP, a vice-president in the New York office of Lord & Thomas and Logan, has resigned because of ill-health. . . . FREDERICK N. DODGE has resigned as sales promotion manager of the MotoMeter Gauge & Equipment Corporation to become an account executive for McManus, Inc., of Detroit. Mr. Dodge has been general sales manager of the Nagel Electric Company, of Toledo, and vice-president of the J. C. Haartz Company, New Haven. . . . FREDERIC A. EWALD has been appointed manager of the Detroit advertising office of *Liberty*. . . . V. H. CAMPBELL, formerly research fellow in advertising at the University of Wisconsin, has joined the copy staff of Erwin, Wasey & Company, Ltd., at Chicago. . . . MAYBELLE BUSTOS is head of the Weisert Advertising Agency, which recently opened offices in the Shreve Building, San Francisco. . . . RALPH W. IZARD, formerly with the McGraw-Hill Publishing Company, has joined the copy staff of King & Wiley & Company, Inc., Cleveland. . . . JESSIE M. HOLT, assistant advertising manager of the Reo Motor Car Company, Lansing, Michigan, was recently presented with a diamond pin on her fifteenth anniversary with that company. . . . FRANK GOLDBERG of the Goldberg Advertising Agency, Ltd., of Sydney and other cities of Australia, Tasmania and New Zealand, is visiting American clients in this country. His American headquarters are with George Harrison Phelps, Inc., Detroit. . . . ALICE ELDREDGE is now a style consultant with Louis H. Frohman Agency, New York. Previously she was with Lord & Taylor, department store there. . . . CHARLES C. JOHNSON, JR., former advertising manager, Universal Mills, Fort Worth, Texas, has been promoted to sales promotion and advertising manager.

The Southwest is now producing

36

major crops and to this list new crops are constantly being added

. . . . Here, agriculture is in the midst of its greatest expansion. Farm and Ranch for nearly a . . .

1/2 century

because of its aggressive editorial leadership . . . has continued to be the favored farm paper in the Southwest ONE medium dominantly reaches the rich Southwest Farm Market

of 4,883,723 farm people with an annual income of \$ 3 , 0 0 0 , 0 0 0 , 0 0 0

it's

FARM AND RANCH

The Farm Paper of the Southwest

Main Office & Publishing House, Dallas, Texas

Eastern Office, New York, 52 Vanderbilt Avenue

Western Office, Chicago, 122 S. Michigan Blvd.

THE BANKER IS IN YOUR PICTURE!



You Can Bank On the Banker!

Next year's profits are dependent on this year's plans. Shrewd advertisers are carefully scrutinizing schedules seeking publications that deliver the readers who can "deliver the goods."

That's why scores of national advertisers have learned that they can *bank on the banker!*

With an A.B.C. Statement showing 20,000 institutional subscriptions from banks and financial houses plus 17,000 individual subscriptions the *American Bankers Association Journal* actually makes the advertiser's dollar go farther.

These readers control nine-tenths of the banking capital of America and are owners and directors of 50,000 major businesses.

Consider the *Journal's* billion-dollar market and its rate per thousand readers. Few publications will tell your story as effectively as the *Journal*.

Let us send you a sample copy or bring you further facts about this market.

Alden B. Baxter, Adv. Mgr. - - - New York
Charles H. Ravell, 322 So. La Salle St., Chicago
Cupit & Birch, Los Angeles and San Francisco

AMERICAN BANKERS
Association
JOURNAL

110 E. 42nd STREET NEW YORK CITY
Edited by James E. Clark

Lobbying Campaign Will Protect Business, Says Senator Caraway

(Continued from page 14)

organizations out of money in return for a pretended ability to manipulate legislation. We have investigated several of these so-called associations and I am convinced that not one of them has any more influence in the passing of legislation than the humblest man who walks the streets of Washington."

In regard to legitimate trade associations, Senator Caraway said that, in some instances, their work had been invaluable from a legislative point of view. As an example, he mentioned the American Federation of Labor and explained that on several occasions the federation had given valuable assistance to committees and members of Congress by furnishing them with accurate statistical information on labor conditions.

Approves of Advertising

When asked his opinion as to the recent campaign of advertising, published in the Washington newspapers by the National Fertilizer Association and addressed to members of the House of Representatives, he replied that, so far as influencing Muscle Shoals legislation is concerned, he thought the association had thrown its money away. However, he added that, in principle, the campaign had some excellent suggestions to offer, and continued:

"The most valuable feature of the campaign was that it disclosed some of the important facts of an important industry to the public. I doubt that the advertisements informed any members of Congress of anything they did not know, for the reason that the Muscle Shoals and fertilizer propositions have been before both houses for a long time. Both subjects have been discussed at great length; but I am sure the advertisements were widely read.

"Any association, company or individual is well within their or his rights in publishing such a campaign of advertising. There is nothing offensive in it, and it is certainly an excellent way of informing the public regarding pending measures before Congress.

"It does not matter what means are employed to place facts before the members of Congress, as long as they are honest, ethical and open and above board. What we object to are the

secrecy and pretensions of the paid lobbyists, and their claims as to some secret and mysterious power in the influencing of legislation. The truth is that an honest business man who goes to his senator or congressman, or before a committee of Congress, with the facts and accurate information regarding the probable effect of some proposed legislation on his industry, has infinitely more influence than any paid lobbyist could possibly have. There is no mystery about such a procedure, and no difficulty.

"As I have said, it is not my purpose to discourage business interests from furnishing Congress with needed information. I would aid, rather than hinder, all business interests in this direction. Merely by making the facts of professional lobbying a matter of public record I desire to eliminate the evils of the lobby system. And as with all professional lobbyists now active in the field, the next time some brilliant mind conceives the idea of getting up, say, for instance, the Hide Tanners' Association, I only want to establish the means of knowing and making public whose hides are being tanned."

(The need for placing accurate information before Congressional committees and members of Congress was outlined in an article in the June 14 issue of *SALES MANAGEMENT*, entitled "How Far Can Business Legally Go in Lobbying?")

International Silver Promotes Griffin

William B. Griffin, formerly manager of sales and advertising of the Holmes & Edwards division of the International Silver Company, Bridgeport, has become general manager of the William Rogers Manufacturing Company division at Meriden, Connecticut.

This division, the second largest in the International Silver Company, makes Rogers trade-marked flat silver-plated ware.

Diary Publishing Changes

The Diary Publishing Corporation, New York, has changed its name to the Advertising Corporation of America. It specializes in cooperative dealer help specialty advertising.

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C. W.
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Account Changes

ROLSCREEN COMPANY, Pella, Iowa, to N. W. Ayer & Son.

C. W. DAVENPORT, New York and Philadelphia, handling Molinelle, London, perfumes, to Geare, Marston & Pilling, Inc., Philadelphia and New York. Class and women's magazines.

NATIONAL LEADERS CORPORATION, South Bend, Indiana, to Lampert, Fox & Company, there.

P. W. MINOR & SONS, INC., Batavia, New York, Treadeasy shoes, to Addison Vars, Inc., Rochester.

DR. LOUIS STERN, New York, a new line of twelve perfumes, each blended with the flowers of one of the twelve signs of the Zodiac, to Louis H. Frohman Agency, there. Women's and class magazines.

PEEL GLIDER BOAT COMPANY, New York, to Reimers & Whitehill, Inc., there. Class and general magazines.

JOHN A. ROEBLING'S SONS COMPANY, New York, wire, to Rickard & Company, there.

Aeolian Piano Gets Mason & Hamlin

The Mason & Hamlin Company, a subsidiary of the American Piano Corporation, has been purchased by the Aeolian Company, New York. Mason & Hamlin business will be continued in Boston under its present name and with the following officers, all of whom are also officers in the Aeolian Company: H. B. Tremaine, president; W. H. Alfring, vice-president and general manager; C. Alfred Wagner, vice-president; Paul Fink, vice-president and manager wholesale sales; B. C. Edmands, vice-president in charge of manufacturing, and R. W. Tyler, secretary and treasurer.

Payne Will Supervise Shell Central Sales

A. F. H. Payne has been appointed central regional manager of the Shell Petroleum Corporation with headquarters in St. Louis and with supervision of sales activities from Canada to the Gulf of Mexico and the Mississippi River to the Rocky Mountains. Formerly assistant to the manager of distribution, Mr. Payne succeeded G. A. Burns, who has been appointed northern regional manager, at Chicago.

Prestige

won through Service

THE Times-Star's reputation as a home newspaper rests primarily on its service to the housewives of Cincinnati and is not a "happen so" circumstance.

The interest and attention of Cincinnati women in The Times-Star has been won through features of feminine interest as—Ann Drake's personal problem column; "We Women," by Betty Brainerd; "The Home Maker," by Nancy Carey; "What New York Is Wearing," by Annebelle Worthington; "Making the Most of Your Looks," by Dorothy Stote; "Style Trends," by Helen Dryden; "Modish Mitzi," by Jay V. Jay, and "Lady Beautiful," by Lois Leeds.

Through The Times-Star's devotion to the feminine interests, the women of Cincinnati have been welded into one group, whose attention may be attracted and an audience obtained for the advertiser's message, economically, through the exclusive use of The Times-Star.

THE CINCINNATI TIMES-STAR

"THE KEY TO THE CITY"

Eastern Representative:

MARTIN L. MARSH
60 E. 42nd St.

New York City, New York



Western Representative:

KELLOGG M. PATTERSON
333 North Michigan Ave.
Chicago, Illinois

SALES MANAGER

WANTED

AN unusual opportunity is now open with one of the largest and best established manufacturers in the office appliance industry, requiring a Sales Manager of successful experience in a mechanical specialty organization (preferably office equipment) in which systematic sales education is the definite policy. Must be able to form and train a force for a new product to operate in coöperation with the present national organization.

The character of the work and compensation will interest the best men in the field. Write, giving age and exact experience as preliminary to interview.

All communications will be kept strictly confidential. Address Box 246, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

LOST: A Record— By a mere \$201.00

For eleven consecutive months SALES MANAGEMENT was able to boast (we hope we didn't do it to the extent of being a bore) an increase in net advertising revenue over the same month in the preceding year.

But now the string is broken!

And all because of a measly \$201.00 . . . and the fact that June of last year had five Saturdays and therefore five issues while this year there were only four.

We're still cheerful, however. The four issues were only two hundred dollars shy of the five issues of '29, and the average billing per issue this year increased 23 per cent.

Where the Motor Industry Stands Now

BY RAY B. PRESCOTT

WITH the first five months' production figures available and an estimate for June, the indications are that the total U. S. motor production will be off about 30 per cent and that production without Ford will be off about 43 per cent, and without Ford and Chevrolet the decline for all others will be about 50 per cent. These figures indicate that the sales of the low-priced cars dominate the situation. No doubt this is true for this year, but whether that is going to be permanent is a problem that perhaps only the future will answer. Of course, we have many factors involved in the consideration of such a problem. For example, the present low-priced cars will do sixty miles an hour with about as much comfort as the middle-priced car of former years, and give much more comfort than the middle-priced used cars now in the hands of the dealers, which have to be sold in competition with this much-improved low-priced car. The used-car accumulation undoubtedly is having more current effect on the relatively high-priced cars than would be true under anything approaching normal conditions.

Prospective purchasers are cognizant of this great improvement in comfort in the low-priced cars and are selecting them in preference to the used middle-priced car. The present economic recession has no doubt created for many people the necessity of purchasing a low-priced car to save money, and at the same time give them the needed transportation. When this recession ceases to have its unsatisfactory influence on sales, many buyers will undoubtedly turn to the heavier and more comfortable middle-priced car as an answer to their transportation problems, while on the other hand many who could afford the middle-priced car will continue with low-priced cars and perhaps have two. Installment sales show a decrease in volume but an increase in percentage of the total.

The crux of the problem at the present time is how to move the large stocks of used cars in the hands of dealers that are tying up all their capital available for running their businesses. Just how these stocks of middle-priced cars are going to be cut down is hard to say in view of the

fact, as just stated, of the unusual competition from much improved new low-priced cars selling at the same price. It may be necessary for the industry to have a wholesale scrapping of a great many of these used cars that will run somewhat higher in price than are being scrapped by the present "Highway Scrapping Plan" now generally in vogue. If this is adopted in some form, it undoubtedly would run into considerable money, but the atmosphere might be cleared immediately by giving dealers some cash with which to do business and at the same time by removing some of these old cars that are checkmating sales.

One of the most favorable factors in the industry so far this year has been the closeness with which most of the factories have followed their retail sales. In other words, there has been no accumulation of stocks of new cars in the hands of dealers. Stocks so far this year are considerably under a year ago and are only about enough to take care of the seasonal demand. The production for June will probably be about 15 per cent or 20 per cent under May, and with retail sales running a little higher than production there should be a reduction in the cars on hand. One thing is sure this year. There has been no crowding of the dealers to take cars, a very desirable feature which will no doubt work to the advantage of the whole industry in time.

With the closing of June the industry finds itself going into the second half, when a seasonal decline in sales is to be expected. Over a period of the last eight or nine years no material change in any way has occurred, therefore it seems highly improbable that anything the industry can do will change this situation. Of course, you may hear a company say that if the prices were cut car sales could be increased in the last half. Yes, this may be true, but those sales, particularly toward the end of the year, would cost more money than the sales are worth, because they would mean a loss of profit not only to the car manufacturer but to the dealer. To try to change this seasonal element in passenger car sales is like trying to swim up a fast stream against the current. Little or no progress is made and the effort involved or expense is much too great for any slight gain

that may be obtained. However, it should be borne in mind that car production in the last half of last year was greatly curtailed because of the record-breaking figures reached in the first half.

During the first six months some of the companies are showing somewhat better than the others. Chrysler shows a decline of about 25 per cent. General Motors, on the other hand, shows a 32 per cent decline, while some of the other makes are decidedly off and are experiencing an extremely poor year, with very little prospect of improving their situation during the last half. Ford, himself, is off about 10 per cent and Chevrolet is off about 18 per cent from last year, but in view of the fact that the entire industry is off 30 per cent, Ford and Chevrolet are showing a relative gain over last year. This year Ford is getting approximately 40 per cent of all car sales and Chevrolet close to 25 per cent.

With the situation fairly defined for the year, it might be better for the industry to keep plants operating at as reasonable expense as possible, getting all the sales possible at a profit without trying to force the situation because of unfavorable business conditions. A constructive program looking ahead for the next year or two should be formulated during the lull. Such a plan might prove very profitable to a number of the companies and to the industry as a whole.

Northwest Fruit Growers May Form Sales Agency

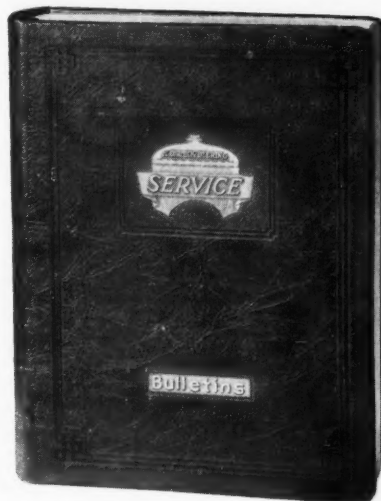
A sales agency which would function cooperatively to market millions of dollars' worth of fruit products, grown, packed and canned in Washington and Oregon, is now being planned, with the hope that organization may be perfected in time for the 1931 pack.

The agency would function for a large group of cooperative bodies, most of which are selling nationally.

Among the canneries represented at a preliminary meeting were Washington Canning Company, Vancouver; Gresham Berry Growers; Springbrook Packing Company, Springbrook, Oregon; Apple Growers' Association of Hood River; Silverton Fruit Products Company, Silverton, Oregon; Stayton Cannery, Stayton, Oregon, and the Grand Island Canning Company.

The agency will seek financial aid from the Federal Farm Board. Details of the plan have been developed by George Gatlin, economist in marketing at Oregon State College.

THE COVER IS THE KEY TO THE CONTENTS



Quick-Lock binder used by the International Harvester Company for holding bulletins sent out by its service department. Bound in Burk-Art Processed Fabrikoid

BurkArt

BIG firms are careful buyers. International Harvester, General Electric, Procter & Gamble, General Motors, Richman Brothers, Chrysler, Dow Chemical, and scores of their contemporaries have reputations—as well as literature—to protect. They find in Burk-Art covers a definite protection for both.

THE BURKHARDT COMPANY

545 West Larned Street » Detroit, Michigan

CREATORS OF VISUAL SELLING EQUIPMENT

The A Hotel Ambassador

The smart shops, theatres, art center, business, financial and professional districts are reached quickly and conveniently from The Ambassador. It is in the Social Center on one of the world's most famous thoroughfares.

NEW YORK
PARK AVENUE
AT 51ST STREET

ATLANTIC CITY • PALM BEACH • LOS ANGELES

Over

1,000,000

**Southern White
People**

—read the Southern Methodist Publications. They are good substantial white people—the very cream of the South—people who can—want to—and are ready to buy our products. Turn to Standard Rate and Data—or let us send you new figures and facts about this great untapped—easy to cover market.

LAMAR & WHITMORE
Publishers

E. M. McNeill, Advertising Director
E. J. Lines, Traveling Representative

810 Broadway
Nashville, Tenn.

Sales Management Weekly Index to Motor Activity

(Average of years 1924-28, inclusive,
equals 100)

Year 1930	Year 1929
Feb. 15 ... 129	Feb. 16 ... 147
Feb. 22 ... 128	Feb. 23 ... 153
Mar. 1 ... 120	Mar. 2 ... 150
Mar. 8 ... 120	Mar. 9 ... 147
Mar. 15 ... 117	Mar. 16 ... 149
Mar. 22 ... 116	Mar. 23 ... 153
Mar. 29 ... 121	Mar. 30 ... 153
Apr. 5 ... 117	Apr. 6 ... 148
Apr. 12 ... 119	Apr. 13 ... 150
Apr. 19 ... 122	Apr. 20 ... 157
Apr. 26 ... 123	Apr. 27 ... 155
May 3 ... 120	May 4 ... 155
May 10 ... 118	May 11 ... 150
May 17 ... 120	May 18 ... 149
May 24 ... 123	May 25 ... 149
May 31 ... 125	June 1 ... 144
June 7 ... 126	June 8 ... 140
June 14 ... 111	June 15 ... 142
June 21 ... 106	June 22 ... 141
June 28 ... 99	June 29 ... 121

The exact sources of data on which the SALES MANAGEMENT Weekly Index of Motor Activity is based cannot be completely explained or disclosed for the reason that much of the information used is obtained in confidence. The computation itself is entrusted to one of the leading economists and statisticians of the automotive industry.

The principal factor involved is that of factory consumption, the data being used along this line involving approximately 25 per cent of the total production of the motor car industry. Inasmuch as production of automobiles is adjusted to retail sales at relatively short intervals of time, this index really portrays to some extent the trend of motor car retail sales as well as of motor car production. The volume of business transacted by the automotive industry, including its tremendous consumption of many and varied types of products as glass, steel, paint, cotton, copper, etc., gives this index of motor activity much significance from the standpoint of the business of the country at large. The fact that it can be obtained weekly also contributes to making it one of the most valuable indices to general business conditions that have been thus far developed.

Represents Southern Papers

The Abernethy Turrentine Publishing Company, Atlanta, has opened a Chicago office at 155 North Clark Street, in charge of Sidney W. Brown and Mat H. Griedman, who will supervise the Middle West activities, both editorial and advertising, for its publications: *Southern Advertising & Publishing*; *Southern Printer*; *Southern Jeweler* and *Southern Stationer*.

G. M. C. Expands in France

Capitalization of General Motors (France) is to be increased from 1,000,000 to 5,500,000 francs. The company is absorbing the Societe des Bourgeois A. C. Titian and the Societe Anonyme Francaise North East, by which it obtains two factories, one at Clichy, the other at Puteaux, both near Paris.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display.

Cash Basis Only. Remittance Must Accompany Order.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service, of recognized standing and reputation, through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

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Reprints at Cost

We will reprint at cost plus ten per cent for postage and packing any article in this or other issues of SALES MANAGEMENT.

In every issue there are articles which profitably could be sent to business associates, customers, or friends of some of our readers. We shall be pleased to quote prices in any quantity desired.

"GIBBONS knows CANADA"